



BrightonSM

City Council Study Session

Tuesday, September 9, 2014

6:00 p.m.

City Hall 6th Floor Study Session Room

**Dinner Provided :
Baked Potato Bar**

**Approx.
Time**

ITEMS

Representative

Mayor

Richard N. McLean

Mayor Pro-Tem

Kirby Wallin

Council Members

Ward I

Joan Kniss

Ward II

Rex Bell

Cynthia A. Martinez

Ward III

Lynn Baca

Ken Kreutzer

Ward IV

J.W. Edwards

Mark Humbert

Pledge of Allegiance to the American Flag

6:00

POLICY ITEMS

Love Notes Discussion

STUDY SESSION ITEMS

6:30

Youth Master Plan

Tawnya Russell

7:15

Overview of Existing Residential Development/Presentation

Holly Prather

8:00

Automated Agenda Training for City Council

Natalie Hoel
Margaret Brocklander

8:30

ADMINISTRATIVE ITEMS

Public Information Office Update

EXECUTIVE SESSION

For a conference with the City Attorney for the purpose of
receiving legal advice on specific legal questions under

C.R.S. Section 24-6-402(4)(b)

Denver International Airport

*The City of Brighton's purpose is to provide essential services and progressive leadership to
enhance the quality of life for the community.*

500 South 4th Avenue
Brighton, CO 80601
303-655-2056
nhoel@brightonco.gov

What is your

BIG

LITTLE

idea?

If you had \$500,
what community
initiative would you
implement?

More Kids Events (4)
More Community Gardens (4)
More Farmer's Markets (3)
More Swimming Pools (3)
More Flower Baskets (2)
More BBQ's (2)
More Waterparks (2)
More Parks (2)
More Events (2)
Bathroom at Malcolm Park
Pool Working at Senior Center
Advertise in Hub or Buzz
Indoor Swimming Pool
Fundraiser for Mini Golf Attractions
More Community Events at Low Cost
Trail or Sidewalk from Bromley Park to B&G Club
More Art—Created w/ Community & Kid Involvement
Decorations—Planters Year Round in Downtown Brighton
Start a Donation to have a traffic light at 27th & Southern
Fix al of the hand soap dispensers in Parks Bathrooms

Rent a Bike
Give to My Church
Free Bike to Ride
Place for Homeless
More Schools
Bike Rides
Grown Up Slide
More Bike Paths
More Flowers in all Parks
More Recycling
Pay it Forward
Event for Kid / Parent Interaction
More Trash Cans
Invest in Better Place for Teens
Haunted House

..Body

Department of Public Information & Community Resources/Youth Services Division

Reference: Youth Master Plan update

To: Mayor Richard N. McLean and Members of City Council

Through: Manuel Esquibel, City Manager

Prepared By: Tawnya Russell, Youth Services Manager

Date Prepared: August 25, 2014

PURPOSE

Provide council a review and update on the City of Brighton Children, Youth and Family Master Plan and the implementation steps that have been taken since its inception. The presentation will also provide council with next and future steps and for the Youth Services Division.

BACKGROUND

In 2004, Brighton City Council and key staff members created a steering committee to address the growing needs of Brighton's children, youth and families. The primary reason for their decision to create a master plan was the City of Brighton's rapid growth. Following The National League of Cities platform on Youth, Education and Families, City of Brighton Council and staff worked with a consulting firm and key community leaders to create the 2007 Children, Youth and Family Master Plan. The final plan included general, infrastructural and strategic recommendations focusing on Early Childhood Development, Educational excellence and After School Services, Health and Safety, Family Economics, Neighborhood and Community and Youth Development. While much of the plan was not carried out due to staff turnover and economical challenges early on, many lasting accomplishments were made, most notably the formation of The Brighton Youth Commission.

FUTURE STEPS

- Revisit and update the 2007 Master Plan to meet Brighton's current and future needs;
- Community Liaison position in the Office Of Youth Services in order to assist with the revival of the existing plan and connect resources to community members in need and provide partnerships.

Presented at joint meeting
of City Council and
School Board by the
Youth Commission

January 30, 2007

Brighton's 2007 Children, Youth and Family Master Plan

CONTENTS

Introduction	1–12
What's Already Working	13–15
Recommendations	16–83
Infrastructure (1–4)	18–28
Strategic (5–7)	29–46
General (8–19)	47–82
Plan Resources	83–90
Plan Contributors	91–95
Master Plan Scorecard	96–105



THEMES

- Maintaining Brighton's family values while it continues to grow and prosper
- Giving every citizen a voice and role in creating a better Brighton
- Understanding that children, youth and families who thrive come from thriving neighborhoods, schools and communities
- Creating opportunities for all young people to contribute
- Using strength-based approaches and asset building

CREATING A SEAMLESS SYSTEM OF HOPE FOR BRIGHTON'S CHILDREN, YOUTH AND FAMILIES

For the past four years the City of Brighton has been exploring how to embrace the growth it is experiencing without losing its commitment to community and family values. Twenty-six years ago (1980), Brighton was primarily an agriculturally-driven community with a population of 12,773. People knew and looked out for each other. While there were problems, those problems were addressed with an understanding of the importance of “being neighborly” and in ways that respected the individual rights of citizens.



When the new Denver International Airport was built on the northeast side of Denver, things began to change dramatically and rapidly for Brighton. The communities to the north and east of Denver suddenly became attractive places to relocate. Housing costs were cheaper, yet access to the airport and the amenities and job opportunities of a big city were still possible.

Brighton has been blessed to be able to capitalize on this new reality, and by making wise economic and growth decisions Brighton has become a destination for many new citizens and businesses, bringing with them the richness of their cultural and experiential backgrounds. As new housing developments were added and local economic opportunities increased, the population has grown steadily and significantly. Brighton's 2005 population was 29,700. That represented a 57% rate of increase since 1980, while the region's rate of growth was only 37.7%. And this rate of growth is continuing to increase, so much so that in the last four years, Brighton has actually experienced growth at a rate that more than doubles the region.

Many communities that have the opportunity to influence how they expand, often do so disregarding the pressure that will be placed on the children, youth and families living there. Cities almost always find ways to compensate for the impact rapid growth will create on physical infrastructures, but often fail to compensate for the relational changes that will occur for citizens. Those living within older existing neighborhoods may experience feelings of no longer being as valued; teachers and students experience feelings of upheaval when

schools are forced to deal with more complex and rapid changes in classrooms; new tensions throughout the community occur from the influx of different cultures and traditions that come with rapid growth; and many citizens, both existing and new, feel disconnectedness at the loss of that small community way of life. What makes small communities special is often the relationships that have been nurtured over time. Not understanding this and failing to plan ways to continue these important relationships often morphs rapid growth communities into sterile, insensitive suburbs to the “more important” city nearby. Brighton’s leaders are adamant that this is not going to happen in Brighton.

This plan can truly be called a Community Plan thanks to the record number of residents - both youth and adult - businesses, non-profits, and community leaders who participated in its development.

This Master Plan document is driven by City Council’s vision to ensure that Brighton remains relational while continuing its push for economic and social enhancements. However, the process has not been a top down mandate, but a blueprint that includes the voices of over a thousand of Brighton’s citizens, both adults and young people, who for six months explored the issues with both a personal and professional eye. The document also weaves the results of the citizen’s work with the best thinking of scholars and practitioners from across the country. So this plan can truly be called a Community Plan, rather than a government or organizational plan. It is truly a plan by the people and for the people of Brighton. And because it is a plan developed in large part by the city’s citizens, the city has the responsibility to turn to those citizens for help in its implementation.

Any plan, regardless of how or by whom it is created, is most effective when it begins with the support and direction of those with authority; is driven by the insights and passions of those the plan addresses; and when implemented, produces meaningful results. The City of Brighton has met the first two criteria and will now begin the hard work of implementing the Plan’s recommendations. It is strongly recommended that the same principles that made the planning process a success be applied to the Plan’s implementation:

- ◆ **Inclusiveness:** Finding roles and responsibilities for every interested citizen, regardless of age or any other factor.
- ◆ **Alignment with what is already working:** Remaining focused on strength-based solutions, building assets, and avoiding an overemphasis on problem reduction.
- ◆ **Strategic:** Developing strategies that have the most potential to positively impact the greatest number of citizens.
- ◆ **Taking the time it takes:** Allowing the process to develop without forcing it, overwhelming those involved, or creating undue tension.



INTRODUCTION

How the planning process began

The idea of creating this Master Plan began in 2004. City Council and key staff created a steering committee to address the growing needs of Brighton's children, youth and families. The primary driving force behind their decision to create a master plan initiative was Brighton's rapid rate of population growth. Brighton is now the home to more than 30,000 residents and that number may grow to 60,000 in the next 10 years. Even though there are many benefits that this growth provides, the City Council's concern was the effect on the core family values that the city holds so dear. The growth had already created tremendous pressure on the school system as well as other service systems and Council realized for the city to truly prosper, far more attention needed to be given to ensuring its children, youth and families had all they need to thrive.



Therefore, City Council made a commitment to increase its focus, efforts and resources on ensuring that the necessary services, supports and opportunities are available to every child, young person and family living in Brighton. To do this city officials explored how other cities were addressing similar issues and concerns. In consultation with National League of Cities (NLC) staff and representatives from other local governments, it was determined that the most comprehensive and inclusive approach was to do four things: Hire a Youth Resources Coordinator; form a Youth Commission; create a Children, Youth and Family Master Plan and learn from other communities with successful models.

*"We cannot become
what we need to be
by remaining what
we are."
~ Max Du Pree*

The city began by hiring someone to fill the newly redefined Youth Resources Coordinator position. Supervision of this position was assigned to the Department of Parks and Recreation. Among other duties, this position had the responsibility of serving as staff to the newly formed Youth Commission and to be local support to the master planning process.

The second aspect of the city's master planning initiative was to create a Youth Commission. The ordinance creating the Youth Commission (Ordinance 1837) was first drafted and approved in January 2006, and amended in April 2006. The final Ordinance identifies the Youth Commission's purpose as:

"... to study, investigate, plan, implement and advise City Council on matters related to youth. In particular, the Commission is charged with developing and promulgating policies, programs and services that empower, support, and inform youth; that create a family-friendly community; and that enable and encourage youth to be productive members of the community. The Commission shall serve as an advisory body to Council on all matters dealing with youth."



The Brighton Youth Commission has created this vision:
“Powerful new voices on a journey for change”

It also established that the Youth Commission’s membership will include 26 residents of Brighton; 20 high school-aged students, four young adults between the ages of 20 and 30, and two adults – one School Board member and one City Council member. City Council also charged the Youth Commission with the responsibility of working with the Youth Resources Coordinator and Master Plan Consultant in the creation of the Children, Youth and Family Master Plan.

The third aspect of City Council’s master planning initiative was to hire a consultant to conduct the process. This was done primarily to allow city officials to be equal participants in planning, to allow citizens to drive the process, and to gain the insights of a group experienced in creating youth master plans. Following an open RFP process (Project #05-050), the firm Onsite-Insights was selected. The principal officers of Onsite-Insights were the chief architects of the Hampton, Virginia award winning youth master planning process. They also brought over 30 years experience in the field of youth development and youth engagement.

Hampton, VA was awarded Harvard University’s 2005 Innovations in American Government award for its Youth Master Planning Process. Since Brighton’s consultant was from this city, Mayor Pro Tem Dick Hodge, Councilmen Elias Huerta and David Gill, Parks and Recreation Director, Gary Wardle and Youth Resources Coordinator, Amanda Irtz made a trip to visit Hampton and learn about the process they employed and have maintained since 1990.

How and why the issues were chosen

Early in the planning process it was determined that Brighton should align its Children, Youth and Families Master Plan with the newly adopted National League of Cities Platform “Strengthening Families and Improving Outcomes for Children and Youth”. The Platform and its seven key action areas, the work of the NLC’s membership, was developed specifically to help guide cities as they tackle the very issues Brighton was beginning to address. The seven focus areas are:

- ◆ Early Childhood Development
- ◆ Educational Excellence and After School Services
- ◆ Health and Safety
- ◆ Youth in Transition
- ◆ Family Economics
- ◆ Neighborhoods and Community
- ◆ Youth Development

Brighton's City Council, City Manager and the members of the Youth Commission agreed that by focusing the city's energies and resources on these focus areas it would be possible to cover all of the concerns that were being experienced by the city's children, youth and families.

Format used to explore the issues

The National League of City's Platform was formally adopted to serve as the Plan's format for identifying issues, and the consultant then helped city leaders create their vision. Starting with the understanding that the vision needed to be strength-based and promote inclusiveness it was easy to reach consensus.

VISION

Brighton, a community where all children, youth and families thrive.

With the vision in hand, the next task was to ensure that the planning process was inclusive and benefited from the expertise of those living and working in Brighton. To ensure this, committees were formed to address each of the focus areas. The Youth Resources Coordinator and the consultant set about the task of identifying individuals who had the skills needed to run the seven focus committees. These individuals needed to be:

- ◆ Well respected community members,
- ◆ Passionate about the topic and process,
- ◆ Willing to facilitate using inclusive groups techniques,
- ◆ Capable of facilitating a committee of both youth and adults, and
- ◆ Committed to keeping the committee thinking from a strength-based viewpoint and focused on developing strategic recommendations.

Fortunately, choosing these individuals was quite easy because each person was honored to be asked and energized by the task. The city is deeply grateful for their willingness to share of themselves and for their outstanding work as committee facilitators. *The facilitators and members of each committee are acknowledged on pages 81 through 85 of this Plan.*

Finally, each committee was challenged to create its own vision, making sure that it was in alignment with the city's vision and other plans, and to identify one critical strategy that if enacted would significantly help the city's children, youth and families thrive.

"If there is anything we wish to change in the child, we should first examine it and see whether it is not something that could better be changed in ourselves." ~ C.G. Jung



How the process insured inclusiveness

As previously stated, the most critical principle of the planning process was inclusiveness—ensuring that any citizen interested in contributing would be afforded that opportunity. Fortunately Brighton is already a community of “can do” people who have continuously demonstrated their willingness to roll up their sleeves and get to work. However, historically those who rolled up their sleeves were usually only the adults of the community. It would be critical to this master planning process that the youth of Brighton also play a meaningful role. The process would also need to provide a variety of opportunities so that people had a choice of how their voices would be heard. The following are some of the primary ways in which the process engaged Brighton’s citizens, both youth and adult.



Getting youth involved and on committees: From January through May 2006, the Youth Resources Coordinator visited every middle and high school in the city. These visits were designed to share with students that there was a change in how Brighton would be viewing and involving them in the future. Presentations were made in assemblies, classrooms, lunchrooms and in individual interviews. The message was consistent . . .

- ♦ “we need you to get involved,
- ♦ your voice is important and will be heard, and,
- ♦ without you we won’t be successful.”

*If we believe youth are
our future, we are
procrastinating.*

Young people were, of course, skeptical. Why should they believe that they would truly be heard and valued? It so rarely had happened in the past. But the message was appealing enough for many to take a chance. Students volunteered to apply for the Youth Commission, to serve on the Children, Youth and Family Master Plan committees, and to serve in other ways as well. It was clear that many were ready to commit their time, energy, insights and skills to make Brighton a better place for everyone.

Twenty young people were selected to be the initial youth members of the Commission. Each Commissioner also chose the committee on which he or she wanted to serve. Those who applied and were not chosen for the Youth Commission were asked to select a master plan committee to join. Almost all, about 30, have stayed with the process throughout, contributing energy, passion, and valuable insights to the final recommendations.

Recruiting adults for committees: Once the young people had been recruited and placed on the committees of their choice it was time to complete the committees by recruiting interested adults. The consultant and Youth Resources Coordinator conducted almost a hundred interviews with people who others

had indicated would be good candidates for serving. It is important to note that there was no application process—a person's interest in being a part of the process was the only criteria. Information sheets about the master planning process and each committee were also distributed to parent groups, to the parents of the young people who had been recruited, to neighborhood associations, to places of worship, and to employees at city hall and the schools. A notice was even placed in the *Standard Blade* and *Local Color*.

By the time the committees were ready to begin, a list of almost 100 adults interested in participating had been generated. Once the committees convened, members had the opportunity to include additional individuals with expertise or insights that the current committee may have lacked. The overall goal remained inclusiveness and diversity. A primary focus was to enlist people who were willing to see the issue in ways that may not have occurred previously. While an expertise in the topic was helpful, the more important quality was a passion for the topic. Some individuals came and left based on availability, while most remained active throughout the entire process.

The Developmental Asset® survey: Since a major part of the Children Youth and Family Master Plan focus was on young people, it was critical that as many young people's voices be included in the process as possible. It also was clear that getting large numbers of youth ready and willing to participate in six months of committee meetings would be unlikely. Therefore, it was determined that the best way to increase insights into how Brighton's youth perceived the city was to survey them. The *Survey of Student Resources and Assets* developed by the Search Institute in Minneapolis, Minnesota was selected as the tool to be used. This survey measures how many of the 40 Developmental Assets the young people of Brighton believe exist in their lives.

Search Institute's 40 Developmental Assets are concrete, common sense, positive experiences and qualities essential to raising successful young people. These assets have the power during critical adolescent years to influence choices youth make and help them become caring, responsible adults.

The Developmental Asset framework is categorized into two groups of 20 assets each. **External assets** are the positive experiences young people receive from the world around them. These 20 assets look at how adults in the city are supporting and empowering young people, how they are setting boundaries and expectations, and are they helping young people find ways to positively and constructively use their time. External assets identify the important roles that families, schools, congregations, neighborhoods, and youth organizations play in the promotion of healthy development.



"Never doubt that a small group of thoughtful committed citizens can change the world. Indeed it is the only thing that ever has."

~ Margaret Mead

The other 20 assets are the **internal assets** that identify those characteristics and behaviors that reflect the young person's perception of their positive internal growth and development. These assets are about positive values and identities, social competencies, and commitment to learning. The internal Developmental Assets help young people make thoughtful and positive choices and, in turn, be better prepared for situations in life that challenge their inner strength and confidence.

Brighton partnered with District 27J to administer Search Institute's *Survey of Student Resources and Assets* to 618 randomly selected students in grades six through twelve, all of whom reside in Brighton. This number of surveys is a statistically representative sample of how all the students in Brighton's middle and high schools would have responded. The survey has 143 forced choice items to which students responded. All surveys were anonymous and Search Institute computed the results.

"The framework of the Developmental Assets blends the research of science with the wisdom of practitioners to benefit all children and youth."
~ Peter Benson

The data generated from this survey is available for review at the Office of Youth Services and it was also formatted into a report in English and Spanish versions, available to any interested citizen. The report analyzes and presents the data in ways that provide Brighton a comprehensive insight into how young people view the external services, supports and opportunities available to them and how they view their own personal competencies. This information was made available to each of the focus committees working on the Plan and, therefore, greatly increased the voice of young people in the planning process.

Other surveys: In addition to the Developmental Asset survey, the Early Childhood Development committee believed it would be important to gather information from parents of children up to six years old who currently live in Brighton. The committee developed a one-page, six-question survey with input from the Plan's consultant. The survey sought information from parents on pre-natal, early childhood education and childcare needs. It was mailed to every home in Brighton in the electric bills and later was distributed in other ways to increase the number of returned surveys. Two hundred and seventeen surveys were returned anonymously and the results were used to assist the decision-making of the committee.



The Neighborhood and Community committee also wanted to expand input from residents of Brighton's neighborhoods. It created and distributed its own survey, receiving 130 responses. The survey collected information on how people view their current neighborhood and the city in general, especially whether their neighborhoods are caring (*Neighbors show concern for others; thoughtful, helpful and sensitive to the needs of others*) and vibrant (*moves with energy and activity; lively, exciting, colorful. A place where an individual can achieve and become their best*).

Both of these surveys added to the number of citizen voices contributing to the Plan. The surveys and their results are available for review at the Office of Youth Resources.

Individual interviews: Another method used to ensure diversity and inclusiveness was to conduct private interviews with individuals important to the planning process who would be unable to participate in the ongoing committee meetings. The Plan consultant and/or the Youth Resources Coordinator conducted interviews with 87 individuals. The questions asked were geared to elicit their expertise and insights on topics important to the planning process. This information was also made available to the planning committees.



Focus groups: Focus groups with students were conducted early on in the planning process by the Youth Resources Coordinator. These were generally conducted within a classroom and had two purposes: to introduce the Youth Commission and solicit applications from students; and to introduce the Master Plan committee process, gather their thoughts and open up the possibility of participation. About 480 students were part of these groups.

Planning charrettes: Another format of data collection, and method to increase the diversity and quantity of voices contributing to the planning process, was the use of planning charrettes—a creative and fun way for people to express their thoughts and feelings regarding a specific question. Participants are divided into groups of about ten and given a variety of materials that can be used to represent what they are trying to express. After a period of time to create their responses the process is stopped and each group gets to share what they created. Notes are taken and the results made available to the committees. The Neighborhood and Community and the Health and Safety committees decided to use planning charrettes to gain information from young people regarding what they believed was important to ensure that Brighton and its neighborhoods are caring and vibrant, and are places that are safe and promote health.

“None of us is as smart as all of us.”
~ Ken Blanchard

Several charrettes were conducted at both Brighton High School and Brighton Charter. A total of 130 students participated in these charrettes. A copy of the charrette planning process and the results are available for review at the Office of Youth Resources .

How the issues were brought together, integrated and supported

A separate committee, with its own group of citizens as members, was developed to address each committee topic. The Youth Resources Coordinator attended as many of these meetings as possible to take the minutes and when that

was not possible, someone on a committee volunteered to get the minutes to the coordinator. The consultant and the facilitators each received copies of all the committee minutes and thus were able to build into their work some of the work of the other committees. This greatly reduced the overlap that often occurs when multiple committees are asked to focus on a single project.



In addition, the consultant provided an extensive amount of information to each committee on the best practices, existing research, periodical articles, websites and general background data important to, or occurring within, their focus area. This information helped keep the committees on task and aware of the best current thinking in the field.

Preparing the committee facilitators and participants

In order to ensure that both facilitators and committee participants were operating with the same information and a clear and consistent understanding of what was being asked of them, the consultant conducted a facilitators only orientation and also an orientation for facilitators and committee members together. The facilitators' meeting involved getting to know each other, a review of Brighton's Developmental Asset information, the sharing of ways to ensure committee members participate equally, tips for running good committee meetings, and the information regarding best practices, current research, and periodical and website connections for each focus area. Each facilitator had the opportunity to ask questions, gather insights from all in attendance and leave with contact information for the Youth Resources Coordinator and the consultant.

This orientation was followed by a half day meeting of over 80 facilitators and committee members. The meeting's goals were to get people acquainted with, and excited about, the overall plan and their part in it; to practice working as a youth and adult team; to share the common principles and practices of the planning process; and to create their committee's vision.

Committee protocol and ensuring recommendations were strategic

To accomplish the responsibilities assigned to each committee, participants were asked to look at Brighton's current reality within their committee's focus area, identify what they would view as ideal, map the gap between current reality and ideal, and develop recommendations for closing the gaps. Recommendations had to be strength-based, proactive and as strategic as possible.

While it was important for each committee to generate as many ideas and recommendations as appropriate and necessary, it was also important to select the one recommendation/goal/strategy that will alter how the community supports its children, youth and families forever. What is the single recommendation that will change how all the other recommendations are impacted?

"Few will have the greatness to bend history itself; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation."

~ Robert F. Kennedy

Committee facilitators made sure that the voices of all participants were heard and valued, and worked in partnership with the other committees when appropriate. Each committee set their own meeting schedules, with a goal of completing their recommendations by January 2007. Staff support was provided to handle logistics, conduct research, and support the members as needed. Upon completion of their work, committees reported to the Youth Commission who, in partnership with the consultant, prioritized the committee's recommendations. The Youth Commission identified four of the recommendations as infrastructure, three as strategic, and eleven as general. The final Children, Youth and Family Plan was presented to a joint meeting of City Council and the School Board on January 30, 2007.

Governing principles and guidelines used to develop the Plan

The following principles and guidelines were adapted from the lessons learned from successful Children, Youth and Family Master Planning processes in other cities.

- ◆ Successful youth-related planning occurs when a city shifts its view of young people from merely recipients of services to resources and partners in the overall well-being of the city.
- ◆ The basic premise of youth development is: *Problem free is not fully prepared, fully prepared is not fully developed, and fully developed is not fully engaged.* Brighton's Children, Youth and Family Master Plan must focus as much attention on the development and engagement of all children and youth as it does on the prevention or remediation of those individuals deemed to be at risk.
- ◆ A Children, Youth and Family Master Plan document is only a guideline or road map. Without a citywide commitment of the resources needed to make the plan work, to the training needed for young people and adults to function more effectively and efficiently together, and an understanding that the process is a journey, not a destination, the Plan will probably only sit on a shelf.
- ◆ The information collected and used to create a Children, Youth and Family Master Plan must focus as much on what's working for children and youth in the city as it does on what needs to be improved. Therefore, data collection must be both an engaging and anecdotal process involving a variety of citizens as well as a process for obtaining official statistical data points.
- ◆ All citizens, including young people, should be able to have a role in both the planning and implementation phases of the Children, Youth and Family Master Plan. The more who participate, the greater the chances of success. Everyone should be able to support what the plan identifies as important.

"The decisions we make now affect the seven generations of children to come."
~ American Indian wisdom, through Carol Peirce



*“Make no little plans.
They have no magic to
stir men’s blood and
probably themselves will
not be realized. Make
big plans, aim high in
hope and work. Let your
watchword be order and
your beacon beauty.
Think big.”*

~ Daniel Burnham

- ◆ Those assigned to staff or manage the strategies identified in a Children, Youth and Family Master Plan must be given the authority needed to implement and should have the knowledge, skills and abilities to oversee such an initiative. These individuals do not all need to be city employees; in fact, partnerships with youth-serving organizations are a good way to access much-needed skills and resources.

To ensure that this planning process was successful, the following guidelines were adhered to:

- ◆ The number one focus throughout the planning and implementation phases is inclusiveness.
- ◆ Participants must be provided with the skills needed to assume the responsibilities given to them.
- ◆ The data used to create the plan should be compiled from as many existing and new sources as possible. We want to know how each group of stakeholders responds to the question, "What will it take for our children, youth and families to thrive?"
- ◆ Sharing and learning must be facilitated among all participants.
- ◆ The expertise and connections of national, state and local experts must be blended with the expertise and connections of those working and living within Brighton.
- ◆ Those participating in the planning process must be committed to providing Brighton with a Children, Youth and Family Master Plan that is inclusive, visionary and realistic, and developmentally attentive.



How the strategies were rated

The following classifications were assigned to committee recommendations:

Infrastructure—strategies that are necessary to the plan’s success and the ongoing support of the city’s children, youth and family agenda. (4)

Strategic—strategies that have the greatest likelihood of positively impacting Brighton’s children, youth and families now and into the future. These are the ones that will change how all the other strategies are impacted. (3)

General—strategies that are important, but not necessarily strategic. These recommendations should not be viewed as less than essential aspects of the Plan. They simply will not have as significant an impact as the infrastructure and strategic recommendations. (11)

Summary of Current Conditions: What's Working and What's Being Added

WHAT'S ALREADY WORKING

One of the principles of this Children, Youth and Family Master Plan is to focus the planning energy on what's already working in the community. Too often social service plans identify the problems in the community and then create a plan to remove or reduce those problems. While this appears to be a logical approach, what in fact occurs is the community's energy becomes fixed on the negative and not the positive. When energy is focused negatively it tends to stay there. Therefore it was a planning goal to keep Brighton's energy focused on its future by embracing what has already been accomplished — the wonderful things making Brighton a true destination city. This Plan's intent is to maintain and add to the momentum that has already been created. The following lists some of what's already working and some of what will be here soon. This Plan honors these accomplishments.



"We must not, in trying to think about how we can make a big difference, ignore the small daily differences we can make..."
~ Marian Wright Edelman

Services and Supports Highlights

Youth Commission—As previously mentioned, Brighton has formed its first Youth Commission. Twenty six Brighton residents were appointed to study, investigate, plan, implement and advise City Council on matters related to youth. City Council's initial assignment was to oversee the completion of this Master Plan. With twenty adolescents, four 20 to 30 year-olds, one School Board member and one City Council member, all youth-related issues are explored with a diversity of insights based on the experiences of both those living the issues and those with the authority to do something about them.

Boys and Girls Club—The Robert M. Shopneck Boys & Girls Club will be ready to open to the youth of Brighton in the summer of 2007. Located at 19th and Long's Peak Drive the club includes a teen center, a new program for this organization, learning center, game room, cultural arts center, gymnasium and technology center. The Club's arrival will mean a tremendous increase in the availability and much needed afterschool services. The Boys and Girls Club also brings their passion for young people and their dedication to filling their lives with meaningful experiences.

New Platte Valley Medical Center—Platte Valley Medical Center is constructing a new state-of-the-art hospital to open in July of 2007. The hospital is located on a 50 acre campus with sites for many new medical office buildings to support the hospital. The new facility will have 98 beds and will partner with Children's Hospital, the Colorado Heart Institute and Western Cardiology to provide a comprehensive array of health services to Brighton residents.



New Parks and Recreation Center—The City of Brighton has completed a master plan for a new Adult Recreation Center. The new center is planned to be a 50,000 square foot facility. Programs will include two swimming pools with warm water, a walking track, an exercise room, a work out room with exercise machines, a multi-purpose room for daily lunches and programs, and classrooms. The new facility will be designed with a special emphasis on accommodating older persons. The facility is scheduled to be completed in 2009.

Brighton to Build a New Skate Park—The City of Brighton will be holding public meetings in 2007 for the design and construction of a new community skate park. The skate park will be designed to accommodate all ages and abilities of skaters. This will be an excellent opportunity for youth input into community planning.

“Planning is bringing the future into the present so that you can do something about it now.”

~ Alan Lakin

Platte Valley Medical Center Reuse—The Daniel’s Building, the facility housing Platte’s Valley’s current hospital, is slated for re-use upon their move to the new facility as an educational and training facility. This facility may include training for careers, health, and education; ideally, offering sustainable resources for the growing economy. The City of Brighton would like to provide a multitude of resources so all people can be better contributors to the local economy.

School highlights

School Bond Issue Passes—The 27J School District passed its first bond issue in 2004. The bond issue was used to construct a new high school and renovate and expand the existing Brighton High School. In 2006 the citizens of Brighton passed the second bond issue, funding the construction of one new middle school and two new elementary schools. One of the elementary schools will be open in the fall of 2007 and the other in 2009. The middle school will be open in the fall of 2008.

Prairie View High School Opens—Brighton’s newest school, Prairie View High School opened its doors for the fall 2006 semester. This spacious and modern facility and campus are built to house 1,500 students. However, this figure will likely be exceeded as soon as 2009.

New Home for Brighton Charter School—Brighton Charter School began construction of a new high school in the fall of 2006 with an anticipated opening in the fall of 2007. The building can serve up to 600 students. Brighton Charter is a College Connect charter which allows the school’s juniors and seniors to take college classes while in high school.

New Superintendent Arrives—Prior to the start of this school year District 27J hired Rod L. Blunck, Ed.D. as Superintendent. Dr. Blunck began immediately to make a positive and proactive mark on the system. Dr. Blunck comes from Elisabeth C-1 School District where he was selected as Colorado's 2006 Superintendent of the Year. A visionary, with a full understanding that growth is both a challenge and an opportunity, Dr. Blunck is a leader committed to working in partnership with his staff, the community, parents and students to make District 27J realize its full potential. The Superintendent has voiced his excitement about working with the city to implement this Plan.

Economic development highlights

A New Visioning for Downtown Brighton—Brighton's main economic development goal is to support the businesses already in existence, while creating new reinvestments in the Brighton downtown area and elsewhere. Brighton conducted a downtown visioning process in fall 2006, which finalized the following two recommendations: The first was a downtown that is clean and safe; has its façade renewed; incorporates way finding and collective marketing; and making it more pedestrian friendly. The second encourages the private sector to boost the physical appearance of the downtown area. This may include new awnings above stores and restaurants and more planers and greenery.

New Family Friendly Businesses Open—Brighton will have over 1,000,000 square feet of new retail space by mid 2008. The City of Brighton has approved development for the construction of new family-friendly retail space. The new projects include a Home Depot, a Super Target, and a Lowe's. Additional retail stores will be opening over the next 18 months. This will provide job opportunities and shopping opportunities for the residents of Brighton.

The Pavilions Downtown Retail Area—In 2006 the Pavilions Retail Development opened in the Downtown Area. The new development included many new restaurants and a 12 screen theater. This new development provided more recreational areas for the youth and adults of Brighton.

National League of Cities Presentation

In December 2006, Mayor Jan Pawlowski had the honor of serving on a panel at the National League of Cities' (NLC) Congress of Cities conference in Reno NV. Mayor Pawlowski presented the effort Brighton has engaged in to create a children, youth and family master plan. Brighton is the first city to use the NLC Strengthen Families Platform as the blueprint for a plan's development. The Mayor was well received with many of the questions of other delegates directed her way.

"To accomplish great things we must not only act, but also dream; not only plan, but also believe."

~ Anatole France



2007 Children, Youth and Family Master Plan Infrastructure & Strategic Recommendations

INFRASTRUCTURE



Infrastructure Recommendation #1: Create a Department of Citizen Services to ensure full and effective implementation of the 2007 and subsequent Children, Youth and Family Master Plans.

Infrastructure Recommendation #2: Adopt a children and youth resolution that commits Brighton to providing the services, supports and opportunities children, youth and families need to thrive.

Infrastructure Recommendation #3: Evaluate the implementation and impact of the recommendations adopted in the 2007 Children Youth and Family Master Plan using the Plan's scorecard.

"Nothing you do for children is ever wasted. They seem not to notice us, hovering, averting our eyes, and they seldom offer thanks, but what we do for them is never wasted."

Garrison Keillor

Infrastructure Recommendation #4: Create a structure that ensures that decisions made by the city and schools afford young people the opportunity to contribute their insights.

STRATEGIC

Strategic Recommendation #1: Establish school-based health centers in Brighton's secondary schools.

Strategic Recommendation #2: Expand the quantity and accessibility of childcare and pre-school services that are focused on preparing Brighton children to enter school ready to read and more prepared to learn.

Strategic Recommendation #3: Create a network of mentoring opportunities within the community and schools and a One-Stop Adolescent Support Center that will assist young people to succeed.

2007 Children, Youth and Family Master Plan

General Recommendations

- ♦ Increase the power and role of the Youth Commission by adding responsibilities for appropriation, citizenship and growing youth voice.
- ♦ Build a Network of children, youth and family service providers to assist the city in the implementation of the Master Plan.
- ♦ Initiate a comprehensive youth development, youth engagement and Developmental Assets training initiative for Brighton's youth and adults.
- ♦ Build a parent-driven coalition to increase the awareness and use of Developmental Asset approaches among parents.
- ♦ Develop a "Party in a Bag" initiative to help neighborhoods become more friendly and supportive of the children and youth living there.
- ♦ Create a "Community Calendar" to help citizens participate in the richness of local events, activities, and happenings.
- ♦ Use current design techniques to increase the youth and family friendliness of Brighton's neighborhoods.
- ♦ Increase work readiness, financial management and career development resources for all Brighton youth.
- ♦ Create a city-wide ambassador and relationship building initiative to increase pride and ownership in the community.
- ♦ Increase the supports and services available to working families enabling them to spend more quality time with family.
- ♦ Expand efforts to increase the number of healthy births and the supports and services available to Brighton's infants.

"Investing in children is no longer a luxury – or even a choice. It is a national imperative as compelling as an armed attack or a natural disaster. In this time of renewed patriotism, it must be un-American for any child to grow up poor, unsafe, uneducated or unloved."
~ Marian Wright Edelman



INFRASTRUCTURE RECOMMENDATIONS

The strategic and general recommendations that will follow in this Plan are designed to increase the services, supports and opportunities which will in turn increase the likelihood that all of Brighton's children, youth and families thrive. Just as important are the infrastructure recommendations because they serve as the container within which these recommendations exist.

"Building trust is a process, not an event; time is the key. Simply caring about a child is all that it takes to start. Listening, regular time together, playing with, validating, respecting, and empowering a youngster will build a positive connection, for children don't care about how much adults know until they know how much adults care."

~ Unknown

Brighton must have the structures and processes in place to ensure a community culture that can embrace the actions recommended in this Master Plan. These structures and processes are the essential tasks that will ensure that the recommendations can be sustained over time and produce positive results.

The following four recommendations are essential to create a successful infrastructure:

1. Infrastructure Recommendation #1: Create a Department of Citizen Services to ensure full and effective implementation of the 2007 and subsequent Children, Youth and Family Master Plans.
2. Infrastructure Recommendation #2: Adopt a children and youth resolution that commits Brighton to providing the services, supports and opportunities children, youth and families need to thrive.
3. Infrastructure Recommendation #3: Evaluate the implementation and impact of the recommendations adopted in the 2007 Children, Youth and Family Master Plan.
4. Infrastructure Recommendation #4: Create a structure that ensures that decisions impacting young people made by the city and schools afford young people the opportunity to contribute their insights.



These four infrastructure recommendations also are designed to demonstrate to citizens that the city is completely committed to the children, youth and family vision that is driving this Plan and that it is demonstrating this commitment with structural and policy support, long-term oversight, evaluation of efforts and by bringing young people to the decision-making tables.

INFRASTRUCTURE RECOMMENDATION #1

A DEPARTMENT OF CITIZEN SERVICES

The Youth Commission recommends the creation of a permanent Department of Citizen Services, with a department head directly answerable to the City Manager and professional staff. *(This recommendation acknowledges that a new department may need to have a focus beyond the scope of the Children, Youth, and Families Master Plan. However the following will only address the needs related to this Plan.)*

Justification

Youth services in the city are currently operated within the Department of Parks and Recreation; this was an ideal location during the planning process. The Department Head was completely supportive of the work done by the current Youth Resources Coordinator and was an excellent resource to the Master Plan Consultant. However, the complexities of the recommendations within this Master Plan greatly exceed the scope of this department.

Creating a Department of Citizen Services will demonstrate to Brighton's citizens that the city is committed not only to its children, youth and families agenda, but to all its citizens. By elevating the coordinator's position to a department head answerable to the City Manager and expanding the number of staff, the city will increase the likelihood that the new department will have the authority and resources needed to successfully implement the recommendations contained in this Master Plan. If the city is to become a place where all children, youth and families thrive, it will clearly need to increase the authority and resources dedicated to making that vision a reality. The creation of a Department of Citizen Services will also allow the City Manager to add to it other related responsibilities as the city grows and additional needs of citizens are identified. Other focus areas may include neighborhoods, after-school services, citizen engagement, etc.

Nationally, policies and procedures that drive the services, supports and opportunities focusing on youth and other citizen services have shifted away from deficit-based to asset-based, from focusing on problem reduction to building strengths, and from viewing citizens as only recipients of city services and supports to viewing them as valuable resources. This recommendation will help ensure that as Brighton implements this Plan, it will do so within a structure that embraces these new principles and practices, allowing the new department to create a seamless system of strength-based and empowering supports, services and opportunities for all citizens within the city.



"If you treat an individual as he is, he will stay as he is, but if you treat him as if he were what he ought to be and could be, he will become what he ought to be and could be."
~ Goethe

Components

It is recommended that the initial role and responsibilities of the Department of Citizen Services (DCS) pertaining to this Plan include:

- IR 1.1.** Implementation of the 2007 Children, Youth and Family Master Plan and the development of any future plans.
- IR 1.2.** Oversight, coordination and networking with all citizen support or service organizations serving Brighton to ensure adequate quality, quantity and accessibility.
- IR 1.3.** Staff to the Brighton Youth Commission.
- IR 1.4.** Youth development and Developmental Asset training opportunities for city employees and District 27J school faculty and administrators.
- IR 1.5.** A youth as resources system, created and maintained in partnership with the Youth Commission, where youth have opportunities to contribute in meaningful ways to their neighborhoods, schools, or community.
- IR 1.6.** Connections with state and national children, youth and family organizations to ensure Brighton's services, supports and opportunities are state-of-the-art and that the city's children, youth and family-related policies remain in alignment with state and federal guidelines.
- IR 1.7.** Responsibility for generating 5% of the department's operating expenses in the first year of operation and target increasing this amount by 5% each year until 25% is reached. This amount will be an ongoing target for the department.
- IR 1.8.** In addition to the money raised to fund the Department's operating expenses the Department will need to generate resources from a significant number of grants and donations.
- IR 1.9.** Evaluation of the impact of all implemented recommendations.

Experience tells us that communities that choose to shift to a youth development and engagement approach need to be willing to take the time it takes to do it right. There are no quick fixes or easy answers.



Potential Impact

If this recommendation is not implemented, the city will potentially be unable to successfully implement the other recommendations within this Master Plan. Each of the Master Plan's recommendations will require a tremendous amount of development, networking, revenue generating, oversight, research and evaluation. A single person without organizational authority will be unable to accomplish this. Even with the recommended increase in staffing, it will require building the Network of other providers as recommended in this Plan. A Department of Citizen Services gives the city the clout to lead this Network and the oversight needed to ensure that the Plan is successfully implemented.

Steps for Implementation

1. Resources are allocated to create a new department beginning with three

employees and one shared position.

2. A suitable location is developed to house this department and the Youth Commission
3. The Department Head is recruited and hired
4. Operational procedures are created for the department that focus on implementation of the Master Plan recommendations
5. A fulltime Administrative Assistant and full-time Youth Commission Coordinator are hired
6. A Community Liaison is hired (a shared position—.5 with DCS and .5 with Boys and Girls Club) responsible for strategies related to community networking.



Required Resources

Actual costs for this recommendation are dependent on a number of factors. The following are areas where resources will be needed:

- ◆ Salary and benefit packages for department staff that are consistent with city salary guidelines and commensurate with applicant qualifications. *The person filling the position of Department Head should have a strong youth development and citizen services background.*
- ◆ Costs associated with creating a suitable space to house the staff and Youth Commission.
- ◆ A yearly operating budget for the department and Youth Commission.

“We worry about what a child will be tomorrow, yet forget that she is someone today.”
~ Unknown

Compared to the impact that this recommendation will have on the success of the overall Master Plan it requires a relatively small increase of new resources. It should, however, be acknowledge that these resources are connected to expenses (salaries and benefits) that will require growth each year.

Expected Return on Investment

The following are the expected returns on the investments made by the city, citizens and other contributors. While it will take time to grow this department into its full potential, over the life of this Master Plan it should have built:

1. Strong external funding streams
2. A system with an ever-increasing number of providers operating in partnership to provide services, supports and opportunities to local citizens
3. A Youth Commission that functions as an integral part of the decision-making of the city
4. An ever-increasing number of adults, both lay and professional, who un-

derstand the principles and practices of youth development and ways to develop assets in young people

5. A system that creates an ever-increasing number of opportunities for any interested young person to contribute to making the recommendations within this Master Plan a reality

Additional Comments

Communities experiencing the greatest success in implementing a comprehensive plan to address the development of children and youth and the support of families have created a department within the city to oversee that plan. (Those that have experienced the least success have assigned the role to someone without real authority in a department with a different or broader focus, or to a community-based organization.) The larger the community, the larger the department needs to be. As Brighton grows, this department may need to grow as well. The Youth Commission supports the addition of related citizen services to this department, as long as these additions never detract from the support needed to successfully implement this Plan.

“Nothing splendid has ever been achieved except by those who dared believe that something inside them was superior to circumstances.”
~ Bruce Barton

INFRASTRUCTURE RECOMMENDATION #2

A CHILDREN, YOUTH AND FAMILY RESOLUTION

The Youth Commission recommends adoption of a resolution that demonstrates the city’s belief in the importance of, and its commitment to providing or supporting, the services, supports and opportunities children, youth and families need to thrive. The recommendation should use language that is strength-based, proactive and inclusive. An example of such a resolution is submitted:

“Brighton is committed to being a children, youth and family-friendly community where the well-being of these citizens is of primary importance, where young people are treated as the foundation of our city’s future, and where policies and programs create a seamless system of hope.”

Justification

There are many reasons a family chooses to remain in or relocate to a city. Some of these are economic, some are circumstantial, and some are based on how they believe they will be treated and supported. Brighton has clearly become a destination city for an ever-increasing number of families. To ensure that the city continues to attract families looking for a safe and friendly community, and to make sure that those hopes are realized, it is important for the city



to begin with a policy from which all other actions follow. The above recommended policy is a compilation of successful children, youth and family policies from other cities.

Components

- IR 2.1.** Resolution drafted by Department of Citizen Services and tested among various focus groups.
- IR 2.2** Resolution adopted as Brighton’s official commitment to ensuring that the children, youth and families of Brighton thrive.
- IR 2.3.** Resolution used as a marketing tool used in all publications designed to attract new families and businesses to the city.
- IR 2.4.** Resolution visible in all city buildings.



Potential Impact

Implementing this recommendation will set the tone for city actions regarding children, youth and families in Brighton for years to come. It will also provide the Department of Citizen Services with the authority to encourage other city departments, District 27J and other children, youth and family service providers to align themselves to the spirit of the resolution.

The resolution should also increase the potential of the city’s Chamber of Commerce and the Brighton Economic Development Corporation to recruit family-friendly businesses. More businesses, both small and large, understand the importance of locating in communities that provide their employees with safe environments and quality services, supports and opportunities. Many are also looking for communities where the future work force is being developed with a focus on decision-making and leadership skills. The resolution sets that bar very high and should be attractive to these types of businesses.

“Many people have gone a lot farther than they thought they could because someone else thought they could.”

~ Zig Ziglar

Steps for Implementation

1. Department of Citizen Services drafts and field tests resolution.
2. City Council approves resolution
3. City Manager directs the Department of Citizen Services to incorporate the resolution into the business of the city.
4. The Department of Citizen Services, Chamber of Commerce and the Brighton Economic Development Corporation work together to create marketing tools using the resolution and other aspects of this Plan.

Required Resources

There are only minimal costs for this recommendation’s implementation.

Expected Return on Investment

The following are the expected returns on the investments made by the city, citizens and other contributors:



1. Establishes the city's commitment to children, youth and families.
2. Creates a clear benchmark against which all city employees and community partners can measure their actions regarding children, youth and families.
3. Provides attractive and effective tools to the city's marketing efforts.
4. Provides citizens with a way to hold elected officials accountable regarding the needs of children, youth and families.

INFRASTRUCTURE RECOMMENDATION #3

"Plans are only good intentions unless they immediately degenerate into hard work."

~ Peter F. Drucker

SYSTEM OF ACCOUNTABILITY

The Youth Commission recommends the establishment of an evaluation system for the implementation and impact of the recommendations adopted in the 2007 Children, Youth and Family Master Plan.

Justification

To ensure that the plan is not simply a document that lives on a shelf in City Hall, it is recommended that the Department of Citizen Services be responsible for evaluating the status of the Plan's recommendations and for making bi-annual reports to the City Manager and City Council on the progress and concerns regarding the Plan. The Plan includes a Master Plan Recommendation Scorecard that identifies each recommendation, outcomes, who is responsible, and indicators for success, along with opportunities to indicate the date adopted or initiated and the recommendation's current status. While this scorecard is not intended to be a measurement tool for the anticipated social changes created by the Plan's implementation, it is a guide for staff to hold the focus on the Plan's structural outcomes. As the services, supports and opportunities recommended in this Plan are implemented, each will require a more extensive and long-term analysis to determine if the desired social changes are being realized.

Components

IR 3.1. An updated scorecard indicating Plan's implementation status.

IR 3.2. Reports made to City Manager and Council highlighting Plan's status and any issues or revisions needing to be addressed.

Potential Impact

The impact of this recommendation is that those with the ultimate responsibility for the Plan—City Council and the City Manager—will remain aware of the Plan’s status and be able to act accordingly. The Department of Citizen Services will have a blueprint for managing the Plan and all of the organizations and individuals who are involved with the Plan’s implementation will be aware of its status and what is still needed to ensure success.

Steps for Implementation

1. City Manager determines which recommendations will be activated.
2. Department of Citizen Services initiates recommendations.
3. Department staff monitor Scorecard and update Plan’s status.
4. Reports filed with City Manager and Council every six months.

Required Resources

No significant resources required for this recommendation other than time.

Expected Return on Investment

1. Provides assurances that those responsible for implementing the Plan will remain focused on outcomes.
2. Keeps decision-makers informed in a timely manner.

*“All the flowers
of tomorrow are
in the seeds of
today.”*
~ Unknown

INFRASTRUCTURE RECOMMENDATION #4

YOUTH AS RESOURCES

The Youth Commission recommends that when decisions are made by the city and schools that impact young people, they should be afforded the right and opportunity to contribute their insights to those decisions. This is the number one recommendation of the Educational Excellence committee and is supported by Youth Development principles and practices.



Justification

The Educational Excellence committee, Youth Commission and the consultant all identified this recommendation as critical to the overall success of the Plan.

Educational Excellence approached their task not simply from a school-based viewpoint, but from the perspective that learning occurs within the whole community. With “No Child Left Behind” mandates, little school-based time is available for real life application of the information students receive in the classroom. Review of the Developmental Assets survey showed that several major categories were related to the wish of Brighton’s young people to be more valuable contributors to the community. Only 15% of the Brighton youth surveyed believe that the adults in the community value youth, only 22% think young people are given useful roles in the community, and only 39% have had the opportunity to serve in the community one or more hours a week. By creating as many opportunities as possible for young people to serve in meaningful ways in their community and schools, not only will these assets increase, but so will the assets of social competencies and positive identity.

*“Imagine the joy of day
by day growing into a
fuller understanding of
who you are - who you
are, really, the power
you really have.”*

~ Tae Yun Kin

The committee, Youth Commission and consultant also believe that the systems that young people have the potential to influence will be better equipped to make the critical decisions that influence the lives of Brighton’s young people. It is impossible for an adult to know what it is like to be a young person in the City of Brighton or a student in the District 27J system. Without this awareness, and without the support of young people, the decisions that impact youth will be less effective and potentially less followed. No system should make decisions that negate the insights of those they serve, and young people are a major customer to both the city and the schools. Communities that have found ways to effectively engage young people in the decision-making process have realized cost savings, a reduction in negative behaviors, an increase in the support for decisions, and a positive shift in the climate within the community and schools.

Components

IR 4.1. A youth engagement system that allows young people to be resources on any of three levels of participation. The first level offers opportunities to be of service in short-term, yet meaningful ways. Examples include food drives, mentoring, helping with community or school-based projects, etc. The second level offers opportunities to provide input and consultation to those in decision-making roles. Examples include advisory roles and focus groups. The final level offers opportunities in which youth and adults have equal responsibilities and authority, such as youth serving as voting members on Boards and Commissions.

R 4.2. A city ordinance requiring, when appropriate, Boards, Commissions and Authorities to either collect input from demographically appropriate numbers of diverse youth or to appoint a demographically



significant number of youth to serve as voting members. The current Boards, Commissions and Authorities operating in the city that have an impact on young people include:

- ◆ Parks and Recreation Board
- ◆ Historic Preservation Board
- ◆ Cultural Arts Commission
- ◆ Planning Commission
- ◆ Liquor License Authority
- ◆ Urban Renewal Authority

IR 4.3. A School Board directive supporting increased opportunities for students to influence District 27J decision-makers. These include, but are not limited to, advisory groups to the School Board, Superintendent of Schools, and all Secondary School Principals.

- ◆ The Superintendent's Advisory Group would meet with the Superintendent regularly and providing valuable student insights into issues that are impacting the school. *In a successful approach used in some school systems, the Superintendent presents issues about which he/she would like input and at the next meeting the students respond. This allows a month for them to prepare a report that is well-researched and includes the opinions of more students than just those on the Advisory Group.*
- ◆ Secondary School Principal Advisory Groups: The Principals of each middle and high school in Brighton select a representative number of students to assist with addressing school related issues and concerns. *Representatives from each Principal Advisory Group could serve on the Superintendent's Advisory Group.*
- ◆ School Board: Representatives from the Superintendent and Principal advisory groups present what they are working on and have accomplished at official School Board meetings.

"As long as adults think that, like the parents and teachers of old, they can evoke their own youth to understand the youth of today, they are lost. . . We must create new models for adults who can teach their children not what to learn, but how to learn, not what they should be committed to, but the value of commitment."
~ Margaret Mead

IR 4.4. Training for both youth and adults to ensure that the partnership will be as effective as possible. This training focuses on building youth and adult partnerships and how to run effective meetings with youth and adult participants.

IR 4.5. Evaluation of process and corrective measures applied when necessary.

Potential Value

Implementing this recommendation as part of the infrastructure for the city and schools ensures a significant impact, and that decisions made by leaders in these systems have the benefit of the additional insights that only young people can bring. It also will reduce the likelihood that young people will be excluded from input into issues that impact them.



Another added value is that an ever increasing number of young people will begin to gain the skills (decision-making, team work, and leadership) that businesses are seeking in their workforce. These are skills that can be taught, but are reinforced with practice.

Steps for Implementation

1. Support of recommendation given by City Council and School Board.
2. Create city and school-wide systems of youth engagement.
3. Identify opportunities for young people to be resources at all engagement levels throughout the city.
4. Identify opportunities for students to be resources at all engagement levels throughout the school system.
5. Provide training for adults on youth and adult partnerships and how to facilitate effective youth and adult meetings.
6. Publicize opportunities and make youth aware of the ways that they can contribute.
7. Provide training to youth in how to be effective resources to the city and schools.
8. Evaluate each effort and revise accordingly.

“Children have more need of models than critics.”

~ Joseph Joubert

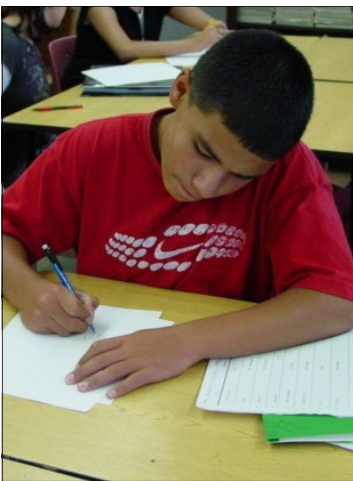
Required Resources

The most significant expense will be the ongoing training required. One potential approach would be to utilize the Boys and Girls Club to provide this training as well as serve in a support role to each advisory group. Staff within the Department of Citizen Services may also be assigned these responsibilities. Other resources will involve the additional time that those in leadership roles will need to make available to ensure that these groups are effective.

Expected Return on Investment

The following are the expected returns on the investments made by the city, schools, citizens and other contributors:

1. Improved decisions regarding youth-related issues.
2. Improved climate in city and schools due to youth having a greater role in decisions that impact them.
3. More highly qualified youth entering the workforce.
4. Increased number of youth willing to contribute time and energy to make their community and schools better places for everyone.
5. A change in how adults view the value of young people within the com-



STRATEGIC RECOMMENDATIONS

For Brighton to have the greatest impact on the issues related to children, youth and families, and to be as fiscally responsible as possible, the city must think strategically. From the very beginning of the master planning process the goal was to identify “make it or break it” strategies—those that have the greatest likelihood of positively impacting Brighton’s children, youth and families now and into the future. These are the ones that will change how all the other strategies are impacted.

The Youth Commission and Master Plan committees believe that the following three recommendations are the most strategic. It is the Youth Commission’s hope that each of these receives support for complete implementation:

1. Strategic Recommendation #1: Establish school-based health centers in all District 27J secondary schools.
2. Strategic Recommendation #2: Expand the quantity and accessibility of childcare and preschool services that are focused on preparing Brighton children to enter school ready to read and more prepared to learn.
3. Strategic Recommendation #3: Create a network of mentoring opportunities within the community and schools and a One-Stop Adolescent Support Center that will assist youth to succeed.

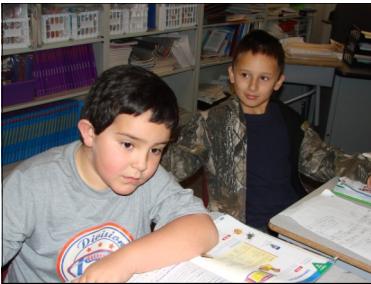
A strategic recommendation is long-term and visionary, while also being realistic and attainable. These recommendations will allow citizens and leaders alike to think strategically and act operationally. If Brighton is to be ready for the tremendous growth it will continue to experience, specific supports, services and opportunities must be in place so that the negative indicators are controlled and thriving indicators are able to flourish.

The Youth Commission’s previous four recommendations addressed the infrastructure needed to support the Plan. The next three recommendations represent the most critical steps needed to ensure the greatest level of impact on the greatest number of citizens. These recommendations will be followed by eleven additional recommendations that, based on the input of the committees and the research of successful approaches done elsewhere, will help round out the services, supports and opportunities that the Youth Commission believes will ensure every Brighton child, young person and family thrives.



“While we are trying to teach our children about life, our children teach us what life is all about.”

~Angela Schwindth

STRATEGIC RECOMMENDATION #1**SCHOOL-BASED HEALTH CENTERS**

The Youth Commission recommends the creation of School-Based Health Centers (SBHCs) in Brighton that provide multi-disciplinary health services for Brighton's adolescents. This was the strategic recommendation of the Health and Safety committee.

Justification

The Health and Safety committee's research of existing community services indicates a lack of local, affordable health care to meet the primary physical health, preventative care and psychosocial needs of young people. Community professionals, school administrators and youth when polled also expressed a specific need for more accessible mental health care and substance abuse assessment and treatment. Teens, especially lower income youth, underutilize health care often due to real or perceived inaccessibility. Brighton School District 27J currently provides health services for the entire district with only two nurses. Feedback gathered from students reflected concerns about not having health care readily available in the schools. While further study is still needed to allow the city to effectively and efficiently implement a system of school-based health centers, accessibility for students to primary care, preventative care, health education, mental health intervention and substance abuse services will significantly reduce this glaring gap in the city's health services for young people. Such centers would also provide outreach to families to assist them in the enrollment of their children in Medicaid or in Child Health Plan Plus. The committee believes a center or centers focusing on the secondary student population is the greatest current need.

"Health is a state of complete harmony of the body, mind and spirit. When one is free from physical disabilities and mental distractions, the gates of the soul open."
~ B.K.S. Iyengar

With limited health care in the schools and community and limited local resources for the provision of medical and psychiatric care and substance abuse treatment, SBHCs will remove the barriers to utilization and ensure that youth get the care they need and are afforded important opportunities for preventative care. Not only will student health be enhanced, but educational success will as well, because youth are far more capable of learning if health-related issues are being effectively and efficiently addressed in a safe, caring and youth-friendly environment. SBHCs help keep youth in school and provide a convenience that allows parents to miss less work. One of the greatest values in SBHCs is their ability to provide educational information and prevention services and supports which help prevent lifetime chronic diseases.

The committee and Youth Commission initially recommend that the SBHCs focus on care and prevention of health-related issues for high school students.

One reason for selecting high schools for the initial centers is that these older students are more vulnerable to health-related crises that require intervention. High school-aged students also have less access to health care, but most important is the higher level of risk this age group has for certain problems, such as mental health, alcohol, tobacco and other drug problems. While researching other successful and established school-based health centers, the committee observed that the best models were addressing the needs of this age group. The committee also thinks a center (s) in high schools would provide a venue for other needed services, such as various support groups which serve as effective prevention strategies with adolescents. There is also potential for a centrally located center that would be geographically convenient to Brighton High School and Vikan Middle School. It is possible that health centers could be designed to meet the health needs of other populations, i.e., younger children and/or families, but this requires more investigation.



Components

SR 1.1. The type of SBHC the committee recommends is based on the models visited in Denver and Commerce City. These SBHCs focus on primary care and quality preventative care. Denver clinics generally are staffed with a school nurse, nurse practitioner or physician assistant, and a health technician who provides clerical assistance and data entry. A mental health practitioner and substance abuse counselor are also available to provide services. Health center staff form teams with other school specialists such as the school social worker and psychologist. A consulting physician from the community is a part of the team, reviewing charts regularly, and also has the ability to see students if needed. Students can walk into the clinic for attention to injuries or illnesses and can schedule appointments for a variety of services. (see SR 1.2.) No birth control is prescribed or distributed in the centers. Staff work collaboratively with primary care physicians in the community. Most parents enroll their students in the clinic and they are then able to receive services. Parents may opt to not enroll their child. Un-enrolled students would not be eligible to receive any services beyond the basic pre-SBHC nurse services previously offered by the schools.

*“He who has health
has hope; and he who
has hope has
everything.”*

~ Arabic Proverb

SR 1.2. The confidential primary care services Brighton’s SBHC might provide are:

- ◆ Basic primary health care
- ◆ Immunizations
- ◆ Physical and mental health examinations
- ◆ Care for acute illness or injury, i.e. Asthma care
- ◆ Mental health services



- ◆ Alcohol, tobacco and other drug treatment services
- ◆ Diagnosis and treatment of sexually transmitted diseases
- ◆ Gynecology and reproductive health services
- ◆ Routine lab tests
- ◆ Prevention and health education services
- ◆ Pharmacy services (Non-narcotic only)
- ◆ Referrals to specialty services
- ◆ Coordinated care with student's primary care physician
- ◆ Sports physicals

SR 1.3. Evaluate all SBHC services and systems and revise accordingly.

Potential Impact

Research on the 2004-05 results of the Denver SBHCs indicate the following:

- ◆ The average yearly number of students per high school who used a DSBHC was 585
- ◆ The average yearly number of visits per high school clinic was 2,323
- ◆ The most common category of services sought within DSBHCs were:
 - 12% Substance abuse intervention and education
 - 25% Mental health intervention and education
 - 63% Primary care visits

These SBHCs have realized significant increases in usage each year of operation. In Brighton, the committee believes similar results will be achieved in managing immunizations, asthma, general health exams, mental health evaluations and referrals, and substance abuse evaluations and referrals.

This recommendation positively impacts Brighton high school students and their families in the following ways:

- ◆ Provides access to interdisciplinary approaches to prevention and treatment services
- ◆ Provides high quality, affordable health care for a variety of concerns
- ◆ Provides health care in settings convenient for students and families
- ◆ Reduces the barriers preventing many families from seeking preventative health care since the care is affordable and convenient
- ◆ Children will be able to spend more hours in school and parents more hours at work since the health care will be provided at school

“Health is a state of complete physical, mental and social well-being, and not merely the absence of disease or infirmity.”
 ~ World Health Organization

- ◆ The SBHC will screen for potential problems (i.e., chronic health conditions, mental health or substance abuse problems) and provide prevention and early intervention programs to assist children and families
- ◆ Provides outreach to families by assisting in the application for Medicaid or other health programs
- ◆ Encourages a student's active, age appropriate participation in decisions regarding health care prevention activities

The recommendation will positively impact District 27J high schools by:

- ◆ Increasing students attendance since their primary health care needs (including immunization and prevention) will be met, resulting in fewer absences due to illness
- ◆ Reducing time absent due to travel to medical appointments
- ◆ Providing quality health partnerships with community-based service providers
- ◆ Providing an innovative service to the students, thus improving the public's perception of the school district



The recommendation positively impacts Brighton's emergency services by:

- ◆ Reducing use of the emergency room as a primary health care facility.
- ◆ Decreasing waiting times in the emergency room as non-emergency cases are treated in the community setting.

The recommendation positively impacts Brighton's mental health and substance abuse services and the criminal justice system by:

- ◆ Ensuring that appropriate referrals are made for students with mental health, alcohol, tobacco and other drug problems
- ◆ Intervening in problems before they become chronic or difficult to treat
- ◆ Decreasing the number of juveniles and young adults with untreated mental health and substance abuse disorders who then become part of the criminal justice system

"The concept of total wellness recognizes that our every thought, word, and behavior affects our greater health and well-being. And we, in turn, are affected not only emotionally but also physically and spiritually."
~ Greg Anderson

The recommendation will positively impact the City of Brighton by:

- ◆ Ensuring that all of Brighton's high-school aged youth have access to appropriate health care
- ◆ Making room at community health care facilities for other community members

- ◆ Ensuring that prevention programs are in place to lower the risk for chronic mental health or substance abuse problems or chronic health conditions that can be a drain on the community
- ◆ Decreasing the time away from work for Brighton residents, thereby positively impacting the economy
- ◆ Providing innovative services that will draw more people to the community and serve as a model for other communities

Steps for Implementation

1. Determine options for funding/recruiting a coordinator to lead effort.
2. Hire Coordinator and identify collaborators for multi-disciplinary team.
3. Identify task and timelines of the team. Team activities may include further research, a feasibility study, acquisition of funding, and development of an implementation plan. Team should include at a minimum representatives from the following:
 - ◆ Salud Health Clinics
 - ◆ Platte Valley Medical Center
 - ◆ District 27 Administrative staff
 - ◆ School Board
 - ◆ Community Mental Health Providers
 - ◆ Brighton's Department of Children, Youth and Families
4. Implement recommendations of multi-disciplinary team
5. Identification of location and start up of 1st SBHC
6. Evaluation of all aspects of SBHCs and revise as needed.
7. Expand SBHCs based on success of continued fund-raising and need.

"If you have health, you probably will be happy, and if you have health and happiness, you have all the wealth you need, even if it is not all you want."

~ Elbert Hubbard



Required Resources

The committee visited models of health centers in Denver and Commerce City. Such centers vary widely in structure, population served, staffing, services provided and costs. The large system of school-based health centers in Denver is a collaborative effort between Denver Health, Denver Public Schools, St. Anthony Hospital, The Mental Health Center of Denver, Children's Hospital, and Arapahoe House. Funding comes primarily from these sources and Medicaid reimbursement. Specific costs for Brighton SBHCs have not been determined at this time; the committee continues research in this area. However the committee believes a similar approach to funding Brighton's SBHCs would be appropriate. Costs will be dependent on the design of the center or centers, staffing needs, and other program costs.

Expected Return on Investment

This recommendation should positively impact every adolescent attending a high school with a SBHC. As the SBHCs are initiated and have the opportunity to grow to meet demand, the following are the expected returns on the investments made by the city, schools, citizens and other contributors:

1. Increase in the number of secondary students receiving physical exams
2. Increase in the number of secondary students who are immunized
3. Decrease in the number of secondary students involved in high-risk health-related behaviors
4. Decrease in the number of secondary students without some form of health insurance coverage
5. Decrease in the number of secondary students who are without services or supports for mental health or alcohol, tobacco or other drug concerns
6. Decrease in the number of work days missed by family members
7. Increase in the number of secondary students who receive timely professional health services.



Additional Comments

School-based health centers are clearly an effective way to address a number of physical and mental health service short-comings. While the quality of the health services in Brighton is second to none, the quantity and real or perceived accessibility are lacking. This Children, Youth and Family Master Plan has as its vision “Brighton, a community where all children, youth and families thrive”. Thriving is difficult when an individual is dealing with disease or other health-related issues, especially when young. As so many of the health-related issues of youth are preventable, the committee believes there is no better way to help Brighton youth thrive than by contributing to their overall health—SBHCs are a logical solution that will produce high impact results.

*“The greatest
wealth is health.”
~ Virgil*

STRATEGIC RECOMMENDATION #2

CHILDCARE AND PRE-SCHOOL SERVICES

In order to increase the likelihood that every Brighton child will enter school ready to read and more prepared to learn, the Youth Commission recommends an increase in the number and accessibility of childcare and preschool services. This was the strategic recommendation from the Early Childhood Development committee.

Justification

All kids deserve an equal start in life! Early childhood programs, available to Brighton's infants to 6 year olds, are one of the best investments in the community's future. Colorado's kindergarten teachers report that one-third of children come to school unprepared to learn and once those students fall behind, they stay behind. However, good early childhood programs lay a foundation of knowledge, social skills and self-confidence that paves the way for success in kindergarten, throughout school and later in life.

The Early Childhood Development Committee conducted a Brighton area survey in October and November of 2006. This one page survey was distributed through the City of Brighton Water Department monthly bill and through local early childhood programs. The committee received and analyzed 217 surveys, a representative sample of Brighton area households with children aged infant to 6 years. Of the returned surveys 25% were in Spanish. Surveys were classified as follows:

Number of children in the households:

1 child 42% 2 children 40% 3 children 15% 4+ Children 3%

Ages of children:

Less than 1 13% 2 10% 3 14% 4 15% 5 40% 6 8%

Responses to the survey questions were:

Brighton children have the support, services & opportunities needed to thrive.

Agree 18% Disagree 75% Don't know 7%

Brighton children have access to quality preschool & childcare opportunities.

Agree 25% Disagree 51% Don't know 24%

Brighton children are prepared to learn upon entering school.

Agree 10% Disagree 58% Don't know 32%

Brighton children get the immunizations they need.

Agree 2% Disagree 62% Don't know 36%

"Parents can only give good advice or put them on the right paths, but the final forming of a person's character lies in their own hands."

~ Anne Frank



The barriers to quality licensed childcare in Brighton are:

Lack of information on childcare providers = 21%
 Costs too high = 27%
 Lack of facilities = 24.5%
 Lack of trained professionals = 13.5%
 Inadequate service hours = 0%
 Other = 3%

The barriers to finding quality Early Childhood Education (ECE) programs are:

Lack of information on ECE providers = 28%
 Costs too high = 22%
 Lack of facilities/programs = 27%
 Lack of trained professionals = 11%
 Inadequate service hours = 5%
 Other = 7%

What more could Brighton do to assist parents in raising young children?

Open more preschool spots
 Open more preschool programs
 Provide more quality childcare programs
 Provide more affordable childcare programs
 Provide more information on available ECE resources/programs
 Provide more recreational activities/programs for young children

What quality programs does Brighton already have for parents raising children?

27J preschool programs/Colorado Preschool Program/Express Preschool
 Child Find
 WIC Program
 Head Start Program
 Brighton Montessori
 Zion Preschool
 Recreation Center Programs for young children

However, these services fall far short of providing the number of affordable slots needed to provide daycare and preschool opportunities to every Brighton child. This recommendation is intended to rectify that shortfall.

Components

SR 2.1. An expanded system of accessible Brighton childcare programs that develop reading skills, incorporate state-of-the-art early childhood development practices and principles, and prepare children to enter school ready to learn.

SR 2.2. An expanded system of accessible Brighton preschool services that develop reading skills, incorporate state-of-the-art early childhood development practices and principles, and prepare children to enter school ready to learn.



“Perhaps the greatest social service that can be rendered by anybody to the country and to mankind is to bring up a family.”

~ George Bernard Shaw



“Those privileged to touch the lives of children and youth should constantly be aware that their impact on a single child may affect a multitude of others a thousand years from now.”

~ Anonymous

SR 2.3. An ever increasing amount of up-to-date and state-of-the-art written, electronic and in-person information on existing services, available support and resources and other ways that parents can increase the likelihood that their children will do well in school.

SR 2.4. Evaluate all newly implemented preschool, daycare and educational services and systems and revise accordingly

Potential Impact

Economic Benefits:

- ◆ Over 40 years of research shows that quality early childhood education programs have substantial and measurable economic benefits for individuals, families, schools and communities.
- ◆ A recent study showed that adults who had received high quality early childhood education were more likely to have a job and earn at least \$5,000 more than a comparable group that didn't receive pre-kindergarten education. Those with early childhood education are also more likely to own a home and have a second car.
- ◆ 65% of parents report being late to work or leaving work early due to child care issues, but parents who secure pre-kindergarten arrangements are late to work less often, miss fewer days of work, and are therefore more productive.
- ◆ A review of 19 studies shows that universal preschool returns about half its cost in later savings to the school systems through reduced special education and grade repetition.
- ◆ Conservative estimates show that \$1 spent on early childhood education can generate at least a \$3 return on investment. Other studies show that the return on investment can be as high as \$9.

Educational Benefits

- ◆ Almost 80% of total brain development occurs pre-kindergarten yet our society spends comparatively little on children during this important period. Pre-K programs help children prepare for a lifetime of learning.
- ◆ A recent analysis of 40 major early childhood education studies showed immediate IQ gains averaging eight points, a positive impact on language skills and behavior, and lower rates of special education among students who participated in preschool programs.
- ◆ Colorado kindergarten teachers report that at least 1/3 of children come to school unprepared to learn. This is significant because national research shows that kindergarteners who start school behind their peers tend to stay behind.
- ◆ A recent study shows graduation rates are higher for those who receive

early childhood education. This trend is especially true for women, who had graduation rates almost three times higher than their peers

Social Benefits

- ◆ Success in school often translates to success in other arenas in life. Early childhood education research shows that students who participate in quality preschool programs are better citizens and are less likely to require expensive social services.
- ◆ A recent study showed that 27-year-olds who had once participated in a high quality early childhood program were arrested less often, had fewer births out of wedlock, and were less likely to use welfare than their peers who didn't have early childhood education opportunities.



Steps for Implementation

1. City Manager appoints a study group to move this recommendation to implementation. Study group reports their findings to City Manager and City Council within 6 months. Study group should include all current providers, representatives from the city, preschool parents and business leaders.
2. Potential funding sources identified and accessed.
3. Daycare and preschool services are expanded and made more accessible based on study group's recommendations.
4. Information regarding daycare and preschool is produced and made available to all interested Brighton families. Relevant information is included in all information packets given to new families moving into the Brighton community.
5. Progress is measured over time and corrective measures made.

“Let us put our minds together and see what life we can make for our children.”

*Tatanka Iyotak ~
Sitting Bull*

Required Resources

The committee making this recommendation did not attempt to determine the potential cost for a fully functioning, fully utilized daycare and preschool system of services. However, this recommendation is based on the fact that daycare and preschool services are currently a high funding priority for many Colorado Foundations as well as for the State of Colorado and the federal government. It will be necessary for the City of Brighton to remain aware of pending and future legislation related to early childhood education and be prepared to respond. Local resources will need to be allocated to this effort; the total costs and the amounts needed from the variety of contributors should be included within the report prepared by the appointed study group. A listing of Colorado Foundations and federal programs that fund early childhood development projects and programs is available in the Office of Youth Resources.

Expected Return on Investments

This recommendation should have positive impacts both in the short- and long-term. As the accessibility and quality of daycare and preschool services increase the following are the expected returns on the investments made by the city, schools, citizens and other contributors:

1. Increases in number of Brighton children who enter District 27J schools prepared to learn.
2. Increases in number of Brighton children who are ready to read upon entering District 27J schools.
3. Increased academic performance by students based on entering school more prepared to learn and ready to read.
4. Increases in graduation rates. (long-term result)
5. Decreases in students requiring costly remedial services or having to repeat grade levels.
6. Decreases in the number of days employees must miss or come to work late.
7. The reduction in the number of individuals requiring high cost intervention and social service programs (long-term). Estimates believe this savings is as high as \$9 for every dollar spent.

"Don't limit a child to your own learning, for he was born in another time."

~ Rabbinical saying

STRATEGIC RECOMMENDATION #3

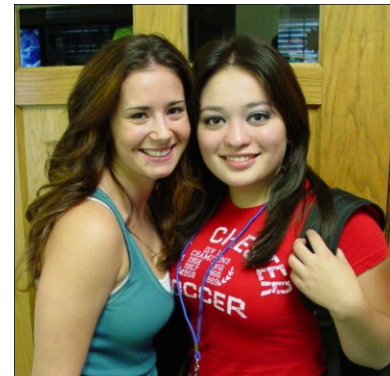
SYSTEM OF SUPPORTS INCLUDING A ONE-STOP ADOLESCENT SUPPORT CENTER

The Youth Commission recommends the creation of a system of opportunities for Brighton youth to have the connections, encouragement and support they need to learn new skills; gain important knowledge; make thoughtful, strength-based and age-appropriate career and life choices; understand consequences of their decisions; overcome barriers and successfully bridge life's many transitions. This recommendation had strong support from the Educational Excellence, Youth in Transition, Health and Safety and Family Economics committees. Each committee identified the needs differently, but each thought that a city-driven mentoring and support initiative would provide an effective response to these needs. This recommendation marries the best practices from mentoring efforts with the best practices from one-stop service models.



Justification

The four committees selecting this strategy based their decisions on a number of related factors. All indicated a need for a significant increase in the number of positive role models in a young person's life. The results from the Developmental Assets survey indicated that only 22% of Brighton youth believe they have adults in their lives who model positive and responsible behavior. Since a great number of behaviors young people adopt are those that they learn from the adults in their lives, the committees believed that Brighton would need to greatly shift this reality. Other results from the Developmental Asset survey indicated that only 27% believe they know how to plan ahead and make good choices, only 37% believe they have control over "things that happen to me", only 27% report having caring neighbors and only 29% believed their school provides a caring and encouraging environment.



As the Youth in Transition committee reported, all of life is transitional, moving from one place to another in age, location, and time. All of these age changes, even positive ones, may be difficult to negotiate. For youth these transitions may be especially difficult; both the universal transitions such as moving to a new school, glasses and braces, the pressures of athletics, driving a car, dating, starting school, getting a job, leaving daycare or home, family moves, etc. and the targeted transitions such as involvement in juvenile justice or social service systems, foster care, family divorce or death, serious illness, etc. Supporting a young person's ability to manage these transitions successfully should be something in which the community plays a role. The committee's vision is that all Brighton youth will have unlimited opportunities for smooth, successful transitions. The community should assist in the recognition and response to the dynamic tension that youth experience from the losses and gains associated with transitions and to ensure that the necessary, caring relationships needed for transition are available. The community's responsibility is to assist in building the capacity for barrier-free transitions.

The DuBois Mentoring Study of 2002 measured 55 mentoring programs. The study's overall findings indicated that when theory-based and empirically based best practices are utilized and when strong relationships are formed between mentors and youth, success increases tremendously. While not as effective for "average" youth, a mentoring approach does have a significant chance of helping youth from backgrounds of environmental risk and disadvantage. The study recommends that efforts seeking success must include greater adherence to guidelines for the design and implementation of effective mentoring programs as well as more in-depth assessment of relationship and contextual factors in the evaluation of programs. Also critical are ongoing training for mentors, structured activities for mentors and youth, high expectations for frequency of contact, and strong mechanisms for support and involvement of parents and guardians.

*"All that we are we
will pass on to our
children – our loves,
our hopes, our
dreams, our
character. Therefore,
let your thoughts be
planted in rich soil
and let your actions
stand tall in a child's
eyes. Just as fruit
does not fall far from
the tree, children do
not stray far from
their heroes."
~ Unknown*



According to the study, the most important factors for success in a mentoring program were:

- ♦ Frequency of contact by mentors and youth with the program
- ♦ Emotional closeness between mentor and young person
- ♦ The duration of the match, or relationship, between mentors and youth

Mentoring programs have proven effective in supporting students to stay in school and finish their education. The graduation rate is very important to Brighton, because it reduces the number of under-employable youth living in the community. High numbers of under-employable youth reduce the likelihood that companies offering higher paying jobs would be attracted to the community. It also causes a drain on the criminal justice and social services systems.

“Every single person has capabilities, abilities and gifts. Living a good life depends on whether those capabilities can be used, abilities expressed and gifts given. If they are, the person will be valued, feel powerful and well-connected to the people around them. And the community around the person will be more powerful because of the contribution the person is making.”

*~ John P. Kretzmann
and John L. McKnight*

One-stop service centers have also become a “best practice” strategy for career and other youth-related issues in many communities. The Youth Commission recommends that this targeted use be adapted to include more than just career-related supports and services. One example of this “best practices” approach is The Door, located in New York City. This Center, which has been successfully operating since the early 1970’s, serves adolescents at a single site. Services include career development and job training/placement, leadership and other life skills training, cultural and physical arts programs, educational opportunities, social services supports, and other youth-identified services, supports and opportunities. Since the teens of Brighton have indicated that they want a teen center, the one-stop approach can also include opportunities to socialize and have fun. It is, however, not recommended that the Center design includes traditional recreational uses.

Components

SR 3.1. A System of Support Board responsible for developing this recommendation’s components and for the oversight of its implementation. The Board will be facilitated by the Department of Citizen Services and include, at a minimum, representatives from Brighton Youth Commission, Boys and Girls Club, Department of Parks and Recreation, District 27J, Salud, Pennock Center, Platte Valley Medical Center, CASA, Juvenile Justice Services, Front Range Community College, Adams County Social Services, and Centro de Orientacion La Paramide.

SR 3.2. Connection of this strategy to SR #1, School-based Centers, to ensure that a seamless system of services, supports and opportunities are available to all Brighton adolescents without duplication. Since both systems will operate using strength-based approaches and will have a strong commitment to building relationships, the two should be able to

increase the likelihood that the city's envisioned seamless system of hope will occur. Referrals between the two sites will ensure that the whole child is being addressed.

SR 3.3. Housing for a One-stop Adolescent Support Center—the committees believe that the soon to be vacated Platte Valley Medical Center facility would be an ideal location. Plans already exist to use this facility to increase educational, workforce development and other citizen services so locating the Adolescent Center in this building makes sense.



SR 3.4. Programs and mentors housed at the One-stop Center that address the gaps in community services and are based on youth input. Some possible areas of focus include, but are not limited to:

- ◆ “Life Planning” (see SR 3.7)
- ◆ Career development
- ◆ Advanced learning opportunities
- ◆ Special needs counseling, services, connections, supports and opportunities
- ◆ Creativity enhancement opportunities
- ◆ SAT and college prep
- ◆ Scholarship information and support
- ◆ Life skills training
- ◆ Additional group-based and individual mentoring
- ◆ Co-location of mentoring or support services offered elsewhere

“One of the secrets of life is to make stepping stones out of stumbling blocks.”

~ Jack Penn

SR 3.5. Support for the development of new organizations to address and provide services in areas not currently available to Brighton youth. The oversight Board would identify these needs and work with individuals or groups to create such services with the incentive of having free space and a ready-made client load within the One-Stop site. The System of Support Board would also provide these incentives to existing service providers in other communities who have been reluctant to expand their services to Brighton because of overhead costs. This will greatly reduce or eliminate the need for Brighton youth to travel out of the community to access needed or desired services, supports or opportunities.

SR 3.6. A pre-post assessment tool that will measure the positive changes in the youth using the services at the One-stop Adolescent Services Center. Adapt the offerings based on the evaluation results.



SR 3.7. A “Life Plan” for all Brighton youth. A “Life Plan” is a simple but powerful document in which a young person, depending on age, identifies his or her strengths, interests, and goals. It can begin as early as preschool and is updated every few years in consultation with a trusted adult. The mentor’s role in the Life Plan can be to encourage young people to identify and build on their strengths, provide information on resources that match the young person’s interests, and remind them of important milestones necessary to meet their goals. The adult mentor, the child’s parent and the young person will work together to ensure that at all stages of the young person’s life he or she is connected positively to his or her Life Plan.

Potential Value

This recommendation has the potential to change forever, the way youth view Brighton and the adults who live there. The alarmingly low number of young people (22%) who believe they have adults in their lives who are modeling positive and responsible behavior is due in part to the lack of services, supports and opportunities available to them. In many cases, a young person’s family is simply not capable of providing the support and direction needed and it should not be the sole responsibility of the schools to be a child’s safety net. Offering comprehensive mentoring opportunities to youth in transition and need as well as a One-stop Adolescent Support Center will make available caring adults in both formal and informal ways.

“The trouble with the future is that it usually arrives before we’re ready for it.”

~ Arnold H. Glasow

The value added to parents and youth alike to have increased local access to the services, supports and opportunities they need will be significant in reducing lost time from work and school, transportation costs, and safety risks from long drives in potentially hazardous conditions. Those youth who use the services will obviously increase their likelihood of successfully adhering to their “Life plan”. Parents will find comfort in having additional help for their child as he or she deals with any one of life’s transitions.

The city will also benefit from having another tool for attracting families and businesses to relocate in Brighton. But most importantly, once all aspects of this recommendation are fully operational and have had the opportunity to become part of the community culture, significant reductions in negative indicators and increases in thriving indicators should become observable.

Steps for Implementation

1. Create an oversight Board to design an implementation and funding strategy.

2. Negotiate for a centralized site within the Brighton city limits.
3. Connect to the planning and implementation processes occurring between the SBHCs and the preschool and daycare recommendations.
4. Oversight Board submits implementation and funding plan to City Manager
5. One-Stop Center and mentoring initiative staffing identified and engaged (Either private non-profit or part of Department of Citizen Services)
6. Center and mentoring initiatives are started
7. Evaluation of services are conducted with reports made to City Manager and City Council yearly
8. An ever increasing number of services, mentoring supports and opportunities are added to Center



Required Resources

The resources that will be needed to fully implement this recommendation will be significant. It will be critical that as many federal, state and Foundation dollars be identified as possible. Brighton can increase the potential for success by making available free or low cost space to house the One-stop Adolescent Support Center. In order for the mentoring initiative to be successful it will be critically important to provide the ongoing training and oversight that will make the recruitment, preparation and retention of mentors possible. This will also require significant resources.

Mentoring and One-stop Centers are currently experiencing a huge increase in federal and state support and both are key targets for many Colorado and national Foundations. The funding plan that will be submitted by the appointed oversight Board will need to access funding from these federal, state and foundation sources as well as from the city and local business.

“True individual freedom cannot exist without economic security and independence.”

~ Franklin Delano Roosevelt

Expected Return on Investment

The following are the expected returns on the investments made by the city, schools, citizens and other contributors:

1. Increase in number of caring and positive adults in the lives of Brighton youth
2. Increased likelihood that Brighton youth will be able to successfully get through the universal and targeted transitions they will experience
3. Decrease in the number of youth-related negative indicators and an increase in the number of youth-related thriving indicators (long-term)



4. Fewer missed hours of work for family members and school for students
5. Increased marketability of city to potential new families and businesses
6. Increased job skills and readiness of young people attending the One-Stop Adolescent Support Center

Additional Comments

Mentoring and youth specific centers require a high level of oversight and staff with good youth development and engagement skills. Successful mentoring is more than simply matching an adult with a young person. Caution is advised as the city moves forward with any of these recommendations, but especially this one. However, this additional comment in no way should be seen as a reason to not invest the time, energy and resources to make the mentoring and one-stop center realities.

*“The most expensive
gift I can give a child
is the gift of my time.”
~ Unknown*

GENERAL RECOMMENDATIONS

The recommendations contained in this section of the Plan are important, but not necessarily strategic. These recommendations should not be viewed as less than essential aspects of the Plan, they simply will not have as significant an impact as the infrastructure and strategic recommendations. Some can be accomplished with far fewer resources than the strategic recommendations and, therefore, they can more easily and quickly be implemented.

The Youth Commission and those who have worked on the committees believe that the following eleven recommendations are important to the future development of Brighton. These are not listed in any priority order. It is the Youth Commission's hope that each of these receives the support needed to implement them completely:

1. Increase the power and role of the Youth Commission by adding responsibilities for appropriation, citizenship and growing youth voice.
2. Build a Network of children, youth and family service providers to assist the city in the implementation of the Master Plan.
3. Initiate a comprehensive youth development and engagement and Developmental Assets training initiative for Brighton's youth and adults.
4. Build a parent-driven coalition to increase the awareness and use of Developmental Asset approaches among parents.
5. Develop a "Party in a Bag" initiative to help neighborhoods become more friendly and supportive of the children and youth living there.
6. Create a "Community Calendar" to help citizens participate in the richness of local events, activities, and happenings.
7. Use current design techniques to increase the youth and family-friendliness of Brighton's neighborhoods.
8. Increase availability of work readiness, financial management and career development resources to all Brighton youth.
9. Create city-wide ambassador and relationship building initiative to increase pride and ownership in the community.
10. Increase the supports and services available to working families enabling them to spend more quality time with family.
11. Expand efforts to increase the number of healthy births and the supports and services available to Brighton's young families.



"There are only two lasting bequests we can hope to give our children. One of these is roots; the other is wings."
~ Traditional saying

GENERAL RECOMMENDATION #1

A MORE INFLUENTIAL YOUTH COMMISSION



The Youth Commission recommends that City Council assign the Brighton Youth Commission the responsibility of overseeing the following additional youth development strategies:

- ◆ A grant program that awards financial incentives to organizations and groups willing to create strategies that use youth and adult partnerships to address any recommendation within the Children, Youth and Family Master Plan;
- ◆ Candidate forums and voter registration drives in election years;
- ◆ Opportunities that allow youth to provide input and consultation to adults responsible for making decisions on issues that impact young people; and
- ◆ A project selected by City Council that addresses a current youth-related issue of importance.

Standing committees can be created to assume responsibility for each of these ongoing strategies. The Commission also recommends that each year City Council, through consultation with the Department of Citizen Services and members of the Youth Commission, select the fourth area of focus - one that could be accomplished within that year.

Justification

The Youth Commission wants to ensure that it will always serve as an agent of the city with its primary purpose to address the recommendations outlined within the Master Plan. The Commission also wants to create a consistent and marketable purpose so that the recruitment of interested young people will be easier. It also wants to afford City Council the opportunity to further benefit from the resources of the Youth Commission through an additional issue important to the city, but not necessarily addressed in the Master Plan.

“The child is the spiritual builder of mankind. What matters is not physics, or botany, or works of the hand, but the will and the components of the human spirit.”

~ Maria Montessori

These recommended strategies have been linked to positive results in other communities with Youth Commissions, and are supported by the National League of Cities platform. The more powerful, productive and visible the Youth Commission is, the greater the likelihood that it will remain effective and able to attract young people and adults with the passion to make Brighton a better place.

Components

The Youth Commission recommends that, in partnership with the Department of Citizen Services, their role and responsibilities be expanded to include:

GR 1.1. Grant strategy:

GR 1.1.1. An annual grant application process that supports organizations using youth and adult partnerships to address a component of this Plan

GE 1.1.2. Applications generated by interested organizations and groups

GR 1.1.3. Selection of grant recipients and awarding of funds

GR 1.1.4. Evaluation of grant recipients and monitoring of funds

GR 1.1.5. Yearly report on results of grant initiative to City Council

GR 1.2. Candidate forum and voter drive strategy:

GR 1.2.1. Candidate forums that allow citizens to hear where local and state candidates stand on issues impacting children, youth and families.

GR 1.2.2. A voter registration drive to increase the number of Brighton young adults who register for, and participate in, all elections.

GR 1.3 Support for system of youth engagement opportunities.

GR 1.3. Identified organizations and systems impacting youth in Brighton that are willing to access youth as resources.

GR 1.3.1. One or two organizations selected yearly to receive Youth Commission assistance for increasing the number of opportunities for young people to positively influence their decision-making.

GR 1.3.2. Training provided to youth and adults in these partnerships.

Potential Impact

The grant program will provide financial incentives to organizations and individuals to develop strategies that use youth and adult partnerships. As the number of these partnerships grows, the positive attitudes of viewing young people as resources will also grow. The money will also help create new or improved services, supports or opportunities that address one or more of the Master Plan's recommendations. Directly impacted will be the Youth Commissioners and those organizations that receive grants from the Commission. Indirectly impacted will be the children, youth or families who are recipients of the services, supports or opportunities supported by the grant funding.



"The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty."

~ Winston Churchill



“Every human society endeavors to preserve itself by inventing the adolescence it requires. . . Adults are prone to create myths about the meaning of adolescence. Whatever their political or personal inclinations, whether they glorify nature or revere society, whether they are identified with youth or they are detractors of youth, most adults find it imperative to defuse the awesome vitalities of these monsters, saints, and heroes.”
~ Louise J. Kaplan

The candidate forums and voter registration drives will benefit everyone in Brighton because they will increase citizen interest in government (especially youth and young adults) and help focus the attention of potential leaders on the importance of children, youth and family issues. Voters will learn where these leaders stand on those issues. The more Brighton can ensure that its future leaders maintain the current commitment to children, youth and family issues, the more likely the success of the Plan’s recommendations. The city will benefit greatly by increasing the number of young people who are invested enough in the city to participate in voting. The whole community will benefit by a candidate’s forum that highlights and creates conversations specifically about children, youth and family issues.

The more young people can influence the decision-making of adults, the more likely that adults in leadership roles will make decisions that positively impact young people. As caring and qualified as any leader may be, his or her decisions will be lacking unless young people have the opportunity to contribute. Every young person interested in making a contribution to his or her city, school or neighborhood will benefit by the increase of opportunities for young people to have a voice and a meaningful role.

Suggesting that City Council assign the Youth Commission the responsibility of tackling a new issue each year allows the City Council to ensure that unaddressed or emerging children, youth or family issues, or issues that they believe need more direct youth involvement, can be addressed.

Steps for Implementation

1. Ordinance revised
2. Ordinance revisions adopted by City Council
3. New structure developed and implemented

There is nothing in the current ordinance that would not allow the Youth Commission to adopt this recommendation.

Required Resources

There are very minimal costs involved in a candidate forum or voter registration drive and no additional costs in the strategy to increase the number of youth engagement opportunities available to the young people of Brighton.

The grant making strategy will require, at least until other resources can be identified, a city allocation. The Youth Commission recommends that the initial amount be \$15,000. This will allow the Commission the flexibility,

depending on the applications received, to allocate significant resources to a few organizations or smaller amounts to a greater number.

Expected Return on Investment

The following are the expected returns on the investments made by the city, schools, citizens and other contributors:

1. Increases in the number of organizations and groups employing youth and adult partnership approaches and strategies
2. Increased ability for the Youth Commission to effectively address their mandate as identified in their originating ordinance
3. Increased participation of young people in the political process
4. Increased citizen awareness of children, youth and family issues
5. Increased opportunities in which young people can positively impact the decision making of those who influence them



Additional Comments

Committees are helpful to any group wanting to divide workloads into manageable tasks and reduce the likelihood of the workload overwhelming members. This is especially true when the group is primarily young people.

The issues Commissioners address should always remain connected to the Children, Youth and Family Master Plan or ones selected by City Council. It should not be the purpose of the Youth Commission to select issues, but to work for Council on the issues identified by the citizens or Council. It is, however, recommended that City Council solicit the Youth Commission's input when selecting issues for them to address.

"The only way to discover the limits of the possible is to go beyond them into the impossible."
~ Arthur C. Clarke

GENERAL RECOMMENDATION #2

NETWORK OF CHILDREN, YOUTH AND FAMILY PROVIDERS

The Youth Commission recommends that the newly formed Department of Citizen Services facilitate a Network of children, youth and family providers whose responsibility will be to ensure that everything possible is being done to create and maintain the seamless system of hope addressed in this Master Plan.

Justification

“There can be no vulnerability without risk; there can be no community without vulnerability; there can be no peace, and ultimately no life, without community.”

~ M. Scott Peck

The Youth Commission wants to ensure that the city has continuous access to the expertise of local service providers and that they are able to deliver services, supports and opportunities that are in alignment with the Master Plan. Brighton is not yet blessed with a wide range or diversity of children, youth or family services. Many of the recommendations contained in this Master Plan are designed to address this shortcoming. However, as Brighton continues to grow it will be critical that the services, supports and opportunities also grow in alignment to the needs. A Network of providers is essential to accomplish this. This Network will ensure that future recommendations will be provided by professionals with the greatest insights into the needs. (These insights should always be tested against the insights of the community’s youth and adult citizens.) With the city as the convener and facilitator of the Network, it will remain in alignment with the direction of the city.

The City of Brighton cannot expect to accomplish all of the recommendations within the Master Plan without partnering with those already providing services, supports and opportunities to the city’s children, youth and families. Creating a Network that honors their expertise and commitment to Brighton and finds ways to involve them in the Plan’s desired outcomes, will increase the likelihood of success. Almost all of the organizations who could serve on the Network were involved in some way with the planning process and have already become excited about moving the Plan’s recommendations forward. The proposed Network will give them the structure needed to enhance their own services while enhancing the overall services, supports and opportunities to the city’s citizens.

Components

The Youth Commission recommends that the components of this Network include, but not be limited to the following:

- GR 2.1.** An assessment of current agency programming and recommendations to expand successful opportunities to make them available to more Brighton children, youth and families
- GR 2.2.** Identification of gaps in services and agreements to work together to fill these gaps
- GR 2.3.** Identification and reduction of unnecessary duplication in services (Ensure these are genuinely unnecessary)
- GR 2.4.** A cadre of service providers using youth development and engagement principles and practices, and trained in the knowledge, skills and abilities needed to succeed



GR 2.5. New and ongoing resources to address the recommendations of the Master Plan

DCS will invite the director from each service provider to attend an initial planning meeting in which structure and guidelines will be determined. These structures and the guidelines will dictate how the Network will proceed.

Potential Impact

Some communities beginning to implement a comprehensive plan may already have a strong community-based network of services and supports. While the quality of the services and supports in Brighton is high, the quantity and diversity is low. This means there is a far greater need for Brighton to create such a Network. This should be one of the Department of Citizen Service's first responsibilities; if successful this Network will be able to assume some of the necessary responsibilities of the department and reduce the need for significant departmental growth. It will also increase the support for, and connection to, the Master Plan by every participating service provider.



Steps for Implementation

1. The Department of Citizen Services facilitates the formation of the Network and acts as its convener and facilitator. This leadership by the city is critical to ensure that the focus of the network remains on the recommendations of the Master Plan and that it does so using youth development and engagement principles and practices.
2. The following organizations and groups should be the initial members of this Network. Others should be welcome and recruited to ensure that the entire system of Brighton providers feel connected and invested in supporting the implementation of the Master Plan's recommendations.

Adams County Department of Social Services

Almost Home

Brighton Boys and Girls Club

Brighton Department of Neighborhood Services

Brighton Department of Parks and Recreation

Brighton Housing Authority

Brighton Police Department

Centro de Orientation La Paramide

CSU Adams County Cooperative Extension

"We don't accomplish anything in this world alone ... and whatever happens is the result of the whole tapestry of one's life and all the weavings of individual threads from one to another that creates something."

~ Sandra Day O'Connor



Community Health Resources Center

District 27J

Front Range Community College

Pennock Center for Counseling

Platte Valley Medical Center

Ricardo Falcon Memorial Community Center

Salud Family Health Centers

Tri-County Health Department

Each organization listed above has a distinct and important role to play. The more that are willing to participate, the better the results. Like anything involving different groups or individuals, it will be important to ensure that each participating member can realize value for themselves and/or their organization. As the Network develops, other groups may be interested in joining, i.e., church groups serving children, youth or families, or day care providers, etc.

The city, however, plays the most important role as convener and facilitator. The addition of other city departments with some connection to children, youth and families will help ensure the city has a high visibility.

"Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly."
~ Martin Luther King, Jr.

Required Resources

The Youth Commission does not anticipate that there will be any significant costs to create or maintain the Network. Locations for meetings can be shared, as can costs for meeting refreshments. The Network can seek external funding for any joint projects that they developed.

Expected Return on Investment

The following are the expected returns on the investments made by the city, schools, citizens and other contributors.

1. This recommendation will positively impact service providing organizations and employees by:
 - ◆ Increased understanding of youth development and engagement
 - ◆ Increasing the possibility of sharing resources
 - ◆ Increasing their ability to partner in the delivery of a variety of services, supports and opportunities
 - ◆ Increasing the knowledge that is shared
 - ◆ Increasing the focus on what's good for Brighton rather than only what's good for individual organizations

2. This recommendation will positively impact provider consumers by:
 - ◆ Decreasing unnecessary competition
 - ◆ Increasing partnerships allowing some services to be in one location
 - ◆ Improving access to services, supports and opportunities
 - ◆ Increasing quantity and quality of the available services, supports and opportunities
3. This recommendation will positively impact the city by:
 - ◆ Increasing the number of organizations and individuals supporting the Master Plan
 - ◆ Reducing the need for the city to provide all the resources needed to implement the Plan
 - ◆ Gaining access to community's best professional thinking in one place



GENERAL RECOMMENDATION #3

YOUTH DEVELOPMENT TRAINING SYSTEM

The Youth Commission recommends that the city ensure a system of training services designed to increase the knowledge, skills and abilities of providers, Commissioners and other young people, and city staff in the following areas:

- ◆ Youth development
- ◆ Youth engagement
- ◆ Youth and adult partnerships
- ◆ Developmental Assets

In order to accomplish a number of the Plan's objectives, it will be important to include school personnel and parents in the Developmental Assets training.

"The best way to produce healthy children is to produce healthy families. It may come close to being the only way."
~ William Raspberry, Columnist

Justification

Helping Brighton residents embrace a different way of viewing and working with children and youth will require that a majority of youth and adults understand why this shift is important and, in turn, be willing to acquire new knowledge and learn new skills. Without this happening the shift may still occur, only it will take a far longer time and be far more difficult.

The necessary shift is from a deficit approach or viewpoint to one that is strength-based. This recommendation is based on the emerging theory that "what we focus on grows". When energy is focused entirely on reducing



"I long to accomplish great and noble tasks, but it is my chief duty to accomplish humble tasks as though they were great and noble. The world is moved along, not only by the mighty shoves of its heroes, but also by the aggregate of the tiny pushes of each honest worker."

~ Helen Keller

problems, the problems, in fact, can grow. For this Master Plan to operate as an engine for real change, a majority of the citizens will need to shift their thinking and behaviors. The essential shifts are:

Deficit Approach

Solving children, youth and family problems
 Focus on helping individuals
 Focus on reducing problems
 Address the few in need

 Reducing deficits
 Fragmented approaches

Strength-based Approach

→ Building a community where all citizens thrive
 → Focus on improving systems
 → Focus on creating opportunities
 → Address the first two decades for all youth
 → Increasing assets
 → Collaborative approaches

Real change will occur only when there is an ever-increasing number of youth and adults who respond to children, youth and family issues from a strength-based viewpoint, and when strength-based approaches are used throughout the community.

All state-of-the-art work in youth development supports this shift. It is now the basis for youth funding from the federal and state governments and most youth-related Foundations, as well as the necessary ingredient for a "best practices" status from the federal government. If Brighton is to continue to be state-of-the-art in its approaches and if it hopes to be able to secure federal, state and foundation dollars it must be able to demonstrate commitment to using youth development principles and practices. To do this it must first gain the knowledge, and then demonstrate application of the skills and abilities of youth development and engagement.

This training initiative will be best facilitated by the city. This lends credibility to the initiative and will avoid making it appear to be the responsibility of a single program or organization. While the city serves as the initiative's driving force, as many organizations as possible should play an active role. This will be an excellent project for the Network (See general recommendation to support #2).

Components

The Youth Commission recommends the following process be employed when implementing this recommendation:

GR 3.1. Listing of youth development needs among target groups

GR 3.2. Listing of organizations most capable of providing needed levels of training/skill building

GR 3.3. Identified resources (internal and external to city) available to support training initiative

GR 3.4. A plan for administering training to targeted audiences

GR 3.5. Schedule of available trainings

GR 3.6. Evaluation of training and outcomes

Potential Impact

Youth development is as much a state of mind as it is a program or strategy. Communities that have been successful infusing youth development principles and practices have learned that it is important to attempt to reach critical mass—what Malcolm Gladwell calls the “Tipping Point”. When enough people in a community start to view children and youth through a strength-based lens, thriving indicators will rise and negative indicators will drop. It really is that simple. And when thriving indicators rise and negative indicators drop the city and schools will also save money.

If Brighton is able to reach the “tipping point” every child, young person and adult in the city will benefit. Even if Brighton is unable to reach the “tipping point” the city will still benefit from the increased effort.

Steps for Implementation

1. Department of Citizens Services, the Network and District 27J work together to identify training needs.
2. Organizations approached to provide portions of the training. These are local organizations with the skills to provide quality training:
 - ◆ Front Range Community College
 - ◆ Colorado Statewide Parent Coalition
 - ◆ Assets for Colorado Youth
 - ◆ Brighton’s Boys and Girls Club

The Youth Commission recommends that the Department of Citizen Services consider Front Range College for offering for credit courses in Youth Development, Colorado Statewide Parent Coalition for training parents in Developmental Assets and helping them form a city-wide parent initiative to drive the asset message, Assets for Colorado Youth for the Asset training for professionals, while the Boys & Girls Club could offer leadership training for young people.

3. Potential training providers submit applications.



“One of the signs of passing youth is the birth of a sense of fellowship with other human beings as we take our place among them.”
~ Virginia Woolf

4. Selection of trainers made
5. Contracts and schedules drawn for the provision of training to identified groups and individuals
6. Training provided
7. Training is evaluated and revised based on feedback

Required Resources

The city may need to provide some initial funding for start-up, and possibly some matching funding in the future, but the bulk of the funding can come from fees and external sources. This would be an ideal funding opportunity for any number of Colorado-based Foundations. An estimated annual amount of \$20,000 would allow 1,000 citizens-an average of \$20 per citizen-to be trained each year.

*"Where men cannot
freely convey their
thoughts to one another,
no other liberty is
secure."
~ William E. Hocking*

Expected Return on Investment

The following are the expected returns on the investments made by the city, schools, citizens and other contributors.

1. Increased numbers of citizens with knowledge of youth development, youth engagement and the Developmental Assets.
2. Increased numbers of professionals with skills needed to use youth development, youth engagement and Developmental Assets approaches in their work.
3. Gradual, yet steady decreases in number of negative indicators among young people living in Brighton.
4. Gradual, yet steady increases in number thriving indicators among young people living in Brighton.

Additional Comments

It is beyond the scope of this Master Plan to identify specific training, and the strategies for accomplishing it. This should be left to the Department of Citizen Services to develop in partnership with the organizations selected to provide the training. The recommended groups are all highly respected with tremendous track records.



GENERAL RECOMMENDATION #4

PARENT-DRIVEN ASSET-BUILDING COALITION

The Youth Commission recommends the creation of a parent-driven coalition that would spread the Development Assets message and provide parents with training and strategies for building assets in children and youth.

Justification

A Children, Youth and Family Master Plan must find ways to include every citizen interested in making a contribution. It cannot be a Plan that is driven only by government and professionals. This plan has a number of recommendations to involve youth, but few to involve parents. Since parents are the first line of offense when it comes to building assets in children and youth, a number of parents, both English and Spanish speaking, should be identified and trained to help build the coalition and to help train other parents. Parents have the greatest potential to reach other parents with a message of hope and strategies for raising their children more developmentally. The city should, therefore, include parents as resources to make the Developmental Assets part of the culture in Brighton.

Brighton has the opportunity to benefit from a Parent Information and Resource Center (PIRC) Grant awarded from the federal government to the Colorado Statewide Parent Coalition (CSPC) in Denver. This grant is designed to engage parents in the educational process for the purpose of increasing student achievement. The CSPC/PIRC can work with eligible Brighton elementary schools in an intensive and comprehensive manner to help them develop a sustainable structure for effectively engaging parents. The outcome for the CSPC project is that each school team will develop a parent engagement plan that fully meets the requirements of Section 1118 of the No Child Left Behind Parent Involvement Legislation. Parent Leadership Teams will do active research as they plan and implement a minimum of four training sessions for parents in their school.

The Youth Commission recommends that the city explore contracting with CSPC and from this partnership create the city-wide Developmental Assets coalition by utilizing the trained Brighton parents to serve as the coalition's first parent leaders.

In addition to meeting the intent of this recommendation, the partnership between the city and CSPC will also help realize the outcomes of SR #2, Early Childhood preschool and daycare services.



“Change is possible, and the power rests in the people and places of community that join together to embrace, invest in, and engage with young people as both gifts and resources for today and into the future.”
~ Peter Benson



“We cannot put off living until we are ready. The most salient characteristic of life is its coerciveness: It is always urgent, “here and now,” without any possible postponement. Life is fired at us point-blank.”
~ Jose Ortega y Gasset

As stated throughout the Master Plan, there needs to be roles for everyone. What better role for parents than to not only gain parenting skills for themselves, but to be able to influence other parents by helping to create an ongoing community-wide initiative.

Components

GR 4.1. Colorado Statewide Parent Coalition provides early childhood education services and helps with creating a city-wide Developmental Asset Coalition.

GR 4.2. English and Spanish-speaking parents from the eligible schools are trained and serve as Developmental Asset trainers to other parents.

GR 4.3. Selected parents serve in leadership roles in the Coalition

GR 4.4. An ever-increasing number of parents have knowledge of and apply the Developmental Assets

GR 4.5. Parent-initiated strategies support the Asset Coalition to promote strength-based messages throughout the community

GR 4.6. The Coalition is operational, evaluated and enhanced as indicated.

Potential Impact

As parents in Brighton gain new knowledge and skills for raising their children with developmentally sound principles and practices, they will gain confidence in applying these strategies and sharing them with others. As application increases, the number of assets and thriving indicators in their children will grow. One of the biggest potential increases is success in school. Thus, over time Brighton should begin to experience a growth in the reported number of assets among young people and an increase in success of previously under-achieving students. Coupled with the implementation of other recommendations from the Master Plan, Brighton should clearly begin to see reductions in negative indicators and increases in thriving indicators.

The PIRC initiative and the Coalition will influence the overall way that children and young people are viewed and treated by both their parents and other adults. An asset initiative celebrates what is good about children and youth, rather than what may appear to be problematic. When this occurs on a broad scale it can greatly impact the climate of a community. Young people will be seen more as contributors to, than as detractors from, the common good.

Steps for Implementation

1. Contract with Colorado Statewide Parent Coalition (CSPC) to provide

early childhood services to the parents of children in eligible elementary schools in Brighton.

2. CSPC, in partnership with DCS and District 27J, trains eligible parents and helps to initiate the Developmental Asset coalition.
3. Each eligible school establishes a Parent Leadership Team composed of a school administrator or designee, two teachers (one preferably an Early Childhood teacher), and two parents representing the diversity of the school (one an Early Childhood Education parent).
4. Trained parents establish and implement a training series for other parents.
5. Services are evaluated and adjusted based on results.

Required Resources

The Parent Leadership Teams participate in four full-day Saturday trainings. Teachers are enrolled in a Practicum in Parental Involvement through Adams State College and receive three Graduate Continuing Education Credits. The Colorado Statewide Parent Coalition pays tuition costs. In addition, the CSPC/PIRC will provide the following:

- \$500.00 stipend for teachers
- \$300.00 stipend for parents
- \$1300.00 for food, childcare and supplies per school
- \$2000.00 for a site coordinator at each school

The costs for the operating the Coalition can be the joint responsibility of the city, donations and other grants. The Department of Citizen Services and an identified individual or department in District 27J can co-monitor this effort.

Expected Return on Investment

The following are the expected returns on the investments made by the city, schools, citizens and other contributors.

1. Increases in the knowledge, skills and abilities of trained parents
2. Reduced negative indicators (long-term results) and an increase in school success indicators among students whose parents are trained
3. Increased ability of city to realize success in many of the Master Plan's recommendations
4. Helps citizenry remain focused on importance of being strength-based and on building assets



*“The good we secure
for ourselves is
precarious and
uncertain until it is
secured for all of us
and incorporated into
our common life.”
~ Jane Addams*

GENERAL RECOMMENDATION #5

NEIGHBORHOOD “PARTY IN A BAG” INITIATIVE

The Youth Commission recommends the creation of an easy to use, step-by-step service to encourage Brighton neighborhoods to conduct safe, fun and interactive “block parties” and other events that increase the likelihood of a neighborhood becoming more youth and family-friendly. This was the strategic recommendation of the Neighborhood and Community committee.

Justification

To realize its vision, “Planting seeds for more vibrant and caring neighborhoods,” the Neighborhood and Community Committee employed three very successful strategies to gather information. The first was the data generated by the Developmental Assets survey. This survey indicated three very important realities that this committee needed to address: only 27% of Brighton’s young people believed they live in a neighborhood where their neighbors cared about them, only 22% reported that they had adult role models who modeled positive and responsible behavior; and only 36% reported having neighbors who took responsibility for monitoring the young person’s behaviors. The committee also conducted two planning charrettes, one at Brighton High and the other at Brighton Charter. About 130 students participated in these events. This form of data collection is a creative and fun way for people to express their thoughts and feelings regarding a specific question. The Neighborhood and Community committee asked the students what was most important for ensuring that Brighton and its neighborhoods were safe, caring and vibrant places that young people and families would be proud to call home.

“How does one keep from growing old inside? Surely only in community. The only way to make friends with time is to stay friends with people.... Taking community seriously not only gives us the companionship we need, it also relieves us of the notion that we are indispensable.”

~ Robert McAfee Brown

The committee also wanted input from adult residents of Brighton’s neighborhoods and, therefore, created and distributed a neighborhood survey, receiving 130 additional responses. The survey collected information on how people view their current neighborhood and the city in general, especially whether their neighborhoods were caring (*Neighbors show concern for others; are thoughtful, helpful and sensitive to the needs of others*) and vibrant (*moves with energy and activity; lively, exciting, colorful. A place where an individual can achieve and become their best*). A copy of the charrette planning process and survey are available in the Office of Youth Resources.



Feedback received from these charrettes and the survey, a review of the literature on building caring neighborhoods, and the committee’s own experiences as residents of the city helped to identify the key ingredients needed to ensure Brighton’s neighborhoods are places that young people and families are proud to call

home. These were: Safety, culture, vibrancy, caring, communication, city recognition and connectedness. A summary of how this recommendation will impact each of these indicators follows:

Safety: Block parties and other communal events make the neighborhoods safer because people get to know and enjoy their neighbors. The more positive time neighbors spend together, the more they realize how much they have in common, and the more they will enjoy each other which greatly reduces the likelihood of neighborhood-based violence.

Culture: The block party will bring out all the neighbors; therefore, providing an inclusive and diverse experience. It is also likely that each neighborhood will celebrate the events in different ways thereby expressing their cultural influences.

Vibrancy: The events are an action and an activity. They will produce greater vibrancy within neighborhoods. The more neighbors interact the more they are likely they are to continue to interact.

Caring: Positive relationships are the key to more caring neighborhoods. When neighbors know each other they are more likely to perceive their neighborhood as a caring and a supportive place.

Communication: The process of putting on a block party or other event requires neighbors to communicate and coordinate with each other and increases communication once people participate.

Connectedness: The successful implementation of block parties and other events would require positive interaction with city officials. Citizens of Brighton would have a positive feeling about the city for helping to sponsor this type of neighborhood building activity.



*“Community
should be spelled
“come in unity.”
Zig Ziglar*

Components

GR 5.1. A development group including interested citizens, both youth and adults, and city staff from the Department of Citizen Services that identifies all the steps required to hold such an event in the city.

GR 5.2. Funding for the “Party in a Bag” kits.

GR 5.3 “Party in a Bag” kits maintained in the Department of Citizen Services and available to any interested neighborhood. Kits include everything needed to conduct a successful neighborhood event .

GR 5.4. Every neighborhood has knowledge of these kits.

GR 5.5. Improved kits based on feedback from the events that are held.

Potential Impact

The anticipated impact from this recommendation is that Brighton will have an ever-increasing number of neighborhoods where citizens are planning



ways to create more safe, caring and vibrant neighborhoods. It will hopefully help residents in the newer neighborhoods find reasons to meet their neighbors and especially the children. Existing neighborhoods have had longer to develop the “positive neighborhood culture” that the newer ones are struggling to find. The research is very clear—as people living in neighborhoods begin to play, share and communicate more at one level, i.e. an event, the more likely they will be to increase these behaviors to their daily interactions that occur outside the event. Children need to believe that there are people not in their immediate family that care about them and to whom they can safely turn in time of concern. These events will help to generate that trust.

Steps for Implementation

1. Creation of the “Party in a Bag” development committee
2. Secure resources needed to develop and distribute “Party in the Bag” kits
3. Creation of “Party in a Bag” kit
4. Advertise kits’ availability and encourage neighborhoods to schedule events
5. Evaluation and enhancement of kits

Required Resources

It is the committee’s recommendation that the funding for this strategy comes entirely (other than the time required of DCS staff) from donations and grants. Actual cost cannot be determined until the contents are identified.

Expected Return on Investment

The following are the expected returns on the investments made by the city, schools, citizens and other contributors.

1. Increased safety within neighborhoods and the community as a whole
2. Increased pride in Brighton’s neighborhoods and the city
3. Increased number of adults who are developmentally supportive of children and youth outside their immediate family
4. A marketing boost for attracting new residents to any of the city’s neighborhoods.
5. An increase in volunteerism by both youth and adults.

*“The world has narrowed into a neighborhood before it has broadened into a brotherhood.”
~ Lyndon B. Johnson*

GENERAL RECOMMENDATION #6

COMMUNITY CALENDAR

The Youth Commission recommends the development of a variety of community calendars that are designed to connect young people and adults to information regarding things to do and places to go. The Educational Excellence and After School Services committee developed this recommendation.

Justification

The Community Calendar is an information service that uses a variety of approaches to create a network that provides citizens with information on any current or future happening within the community (school, city, place of worship, non-profit organization, club, small business events, etc.). The committee believes that this recommendation will positively increase the number of hours Brighton youth constructively use their free time. A significantly low percentage of Brighton students reported in the Developmental Assets survey that they spend three or more hours a week in:

- ◆ Lessons or practice in music, theater, or the arts (13%)
- ◆ Sports, clubs or organizations at school or in the community (48%)
- ◆ Activities in a religious institution. (52%)

The committee also believes this recommendation will help to positively impact these support and empowerment category assets:

- ◆ positive family communication,
- ◆ other adult relationships,
- ◆ caring neighborhoods,
- ◆ caring school climate,
- ◆ parent involvement in schooling, and
- ◆ community values youth.

The committee believes that a key element of belonging is having positive relationships with other youth and adults. These relationships may be enhanced when community members come together and are engaged in events, activities, and learning opportunities with one another.

The committee's research indicated that one of the greatest reasons for young people not participating in social, athletic or learning events, activities, and opportunities was a lack of awareness that these activities existed.

"Make a home. Help to make a community. Be loyal to what you have made. Put the interest of the community first."

~ Wendell Berry





“The American city should be a collection of communities where every member has a right to belong. It should be a place where every man feels safe on his streets and in the house of his friends. It should be a place where each individual's dignity and self-respect is strengthened by the respect and affection of his neighbors. It should be a place where each of us can find the satisfaction and warmth which comes from being a member of the community of man. This is what man sought at the dawn of civilization. It is what we seek today”.
~ Lyndon B. Johnson

Components

The Community Calendar would be available by the Internet from links on the city and school websites, and in the newspapers. The Calendar would help youth to know about potential events to participate in; additionally, adults would know of youth-oriented events in which to enroll their children. There are many examples of successful Community Calendars across the country. It would be wise for Brighton to research these to learn of the most effective, efficient and least costly. The calendar would provide happenings of interest for all age groups.

- GR 6.1.** A group of interested citizens, youth and adult, and city and District 27J employees to research what's working in other communities.
- GR 6.2.** A safeguarded system that allows registered groups to enter information on happenings of interest to citizens within the community.
- GR 6.3.** A data base system that posts information on the city and school websites and automatically culls time sensitive information. Local Color and the Brighton Standard publish a Sunday Calendar that lists the happening information in print form.
- GR 6.4.** Every organization or individual that has information on a current or future happening posts it on the websites or in the paper calendar.
- GR 6.5.** A citizen survey available at the Community Calendar sites provides immediate feedback on ways to improve the sites as well as the events themselves.

Potential Impact

This recommendation impacts everyone within the Brighton community because the Community Calendar will have information of interest to all age groups and will cover a diversity of interests. This recommendation impacts Brighton's children, youth and families by giving them opportunities to interact with one another and build meaningful relationships, expanding the number of adults supporting every child.

Sponsoring groups or individuals will also benefit by better attendance, increasing the likelihood that they will make more happenings available. The Calendar system will also provide a more accurate analysis of what the community will support. No longer will good services stop operating because no one participated (because no one knew of the happening) and those who offer happenings that are poorly attended will be more likely to reinvent their offerings to improve them. In all cases, the community wins.

Steps for Implementation

1. Create a development group that will explore the best Community Calendars and generate a proposal for the city, schools, Local Color and the Brighton Blade.
2. Determine who will provide the oversight for this effort and assign those responsibilities. (The committee recommends the Department of Citizen Services)
3. Purchase necessary software to create sites.
4. Monitor sites and correct as needed.

“We were born to unite with our fellow men, and to join in community with the human race.”

~ Cicero

Required Resources

Possible costs for this recommendation include the costs of creating the data-based system, costs involved with oversight and management and the cost of state-of-the-art software.

Expected Return on Investment

The following are the expected returns on the investments made by the city, schools, citizens and other contributors.

1. Increased access for every Brighton citizen to information on all local and regional happenings.
2. Reduced risk of potentially successful offerings being underutilized and abandoned.
3. Increase in the number of youth and the amount of hours they spend in constructive activities in the community, schools, organizations, and places of worship.
4. Fewer young people reporting that they have nothing to do and no place to go.

GENERAL RECOMMENDATION #7

YOUTH AND FAMILY FRIENDLY NEIGHBORHOODS

The Youth Commission recommends that the city requires new developers to ensure that their projects include design techniques that promote safety and citizen-friendly qualities, and that efforts be made in both new and existing neighborhoods to reduce speeding and other unsafe driving. These are



recommendations of the Neighborhood and Community committee.



Justification

The committee believes that both of these neighborhood friendly strategies will increase the likelihood that Brighton's neighborhoods will be children, youth and family-friendly and that everyone will be safer.

Neighborhood calming measures (speed bumps, elimination of grid pattern development, lower posted speed limits, increased random enforcement, stiffer penalties for speeding in residential areas, shifts in traffic flows, etc.) will serve to reduce traffic related injuries within neighborhoods and increase the likelihood that children, families, youth and seniors will be able to more freely play and move about their neighborhoods.

If the city requires that every new development incorporates friendly neighborhood designs (detached sidewalks, pocket parks, lighted trails and bikeways, traffic calming strategies, etc.) it will not only attract more families to move in, but it will make everyone living in those neighborhoods safer and more exposed to environments that promote thriving.

*“Not in his goals but
in his transitions is
man great.”*

*~ Ralph Waldo
Emerson*

A large number of youth participating in the charrettes, and adults completing the neighborhood survey, indicated that these strategies are important to very important for ensuring that a neighborhood is children, youth and family friendly. Using the categories identified in the charrettes as important for establishing youth and family-friendly neighborhoods (safety, culture, vibrancy, caring, communication, city recognition and connectedness) the committee believes that this recommendation will impact each of these indicators as follows:

Safety: Slower traffic provides for a safer neighborhood and the protection of small children. The committee believes that slower traffic also serves the community by promoting safer driving for all citizens. Detached sidewalks provide a natural physical barrier between cars and citizens. This type of strategy diminishes the chances for child fatalities due to neighborhood speeding, and is also far safer for seniors. Pocket parks provide a place for children to play other than on the streets. They are also ideal locations for the recommended “block parties” in GR #5.

Culture: Slower traffic demonstrates greater respect for children, seniors and neighbors. Traffic calming makes for a more caring neighborhood. Pocket parks are an inclusive place for all neighbors that perpetuate a variety of cultural uses depending on the neighborhood. Pocket parks are an aesthetic positive to a community or neighborhood.

Vibrancy: The committee believes that if a neighborhood has a pocket park and well-lit trails, the residents of that neighborhood will use them. The use of the park, trails and the detached sidewalks will increase the fitness of the people who reside in that neighborhood. The trails, detached sidewalks and the neighborhood parks allow neighbors to interact in a positive and healthier environment.

Caring: Neighbors will be better able to spend time together in a centralized pocket park, building stronger and more caring relationships. Pocket parks are a tool for creating “the commons” that many of Brighton’s adults remember from their youth.

Communication: The detached sidewalks and pocket parks increase the communication among neighbors as more residents utilize them.

City Recognition: Brighton stands to be recognized for a proactive approach to neighborhood safety and for incorporating neighborhood friendly designs. All of these strategies indicate to the community that the city truly cares about their well-being.

Connectedness: Changes in how neighborhoods are designed will add to a more connected citizenry. The sidewalks, trails and the neighborhood parks makes for a sense of connectedness among neighbors.



*“Don't buy the house, buy the neighborhood.”
Russian Proverb*

Components

- GR 7.1.** Neighborhoods with the greatest number of traffic related issues are identified.
- GR 7.2.** A study group to assess need, cost and to draft policy.
- GR 7.3.** Resources available for neighborhoods to address traffic-related concerns, using the history of incidents criteria for selection.
- GR 7.4.** A city policy requiring developers to include detached sidewalks, pocket parks, lighted trails, and traffic calming strategies in each new neighborhood

Potential Impact

The greatest potential impact from implementing the traffic calming recommendation within a neighborhood is the reduction in vehicular-related injuries or fatalities. Other impacts may also include: a greater perception of safety experienced by the children and youth living in the neighborhood (only 47% of those reporting on the Developmental Assets survey indicated that they felt safe in their homes, school and neighborhoods); a reduction in the number of neighborhoods that are used as pathways or shortcuts to other destinations; and a greater sense of neighborhood held by all residents.



“The challenge of social justice is to evoke a sense of community that we need to make our nation a better place, just as we make it a safer place.”

~ Miriam Wright Edelman

The greatest potential impact from requiring the designers of new neighborhood developments to include detached sidewalks, pocket parks and lighted trails is that these neighborhoods will increase the likelihood that the children and youth living there will be exposed to more opportunities for them to thrive.

Steps for Implementation

1. Convene study group of Department of Citizen Services and Youth Commission, Economic Development Corporation, Chamber of Commerce, Urban Renewal Authority, Downtown Development, Planning Department and Public Works. This group should also include citizen representatives from each neighborhood within the city.
2. Identify neighborhoods with most traffic calming needs.
3. Assess need and costs for traffic calming strategies to be implemented in existing neighborhoods with most needs.
4. Allocate resources based on need and begin to implement traffic calming strategies.
5. Draft policy for City Council to approve mandating new developers to use children, youth and family friendly designs when creating plans for new neighborhoods.

Required Resources

This recommendation, unfortunately comes with a fairly high price tag. The cost of implementing traffic calming strategies in existing neighborhoods will require a significant allocation of city dollars. Very few sources exist to help communities offset these costs, so city dollars become the most likely source of revenue. New development can more easily be impacted by requiring that developers include pocket parks, detached sidewalks, lighted trails and traffic calming strategies and non-grid patterns in their proposals.

Expected Return on Resources

1. Increased safety in each existing and new neighborhood.
2. Residents, especially youth, of Brighton neighborhoods will report higher levels of pride in their neighborhoods.
3. Home sales remain strong across the City due to attractiveness and safety of all neighborhoods.

GENERAL RECOMMENDATION #8

WORK READINESS, FINANCIAL MANAGEMENT AND CAREER DEVELOPMENT

The Youth Commission recommends that the city increases access to financial and career development resources and supports for all Brighton youth. This was the strategic recommendation of the Family Economic committee.

Justification

Both the belief and the reality that, is entitled to a meaningful career path and a livable wage should be true for every young person in Brighton. This recommendation is about increasing this likelihood.

Based on feedback from employers, the “soft” skills of employment are the most critically lacking in today’s youth. These include decision-making, commitment to tasks, leadership, honesty, dependability and ability to work as a team. Many also indicate that youth at the entry level in service delivery opportunities (which represents most of Brighton’s job opportunities for young people) lack drive and a commitment to improve themselves. They appear to believe that something will magically occur and things will improve. Brighton needs to directly and systematically change this perception and reality.

Components

When the One-Stop Adolescent Support Center (SR #3) is operational, the following career development components would be logically housed there. Front Range Community College should also play a role and it will also be important that District 27J find ways to also offer career development support and educational opportunities.

- GR 8.1.** Local educational institutions and the recommended One-stop Adolescent Support Center provide curriculum and services that assist Brighton youth to develop individual career plans.
- GR 8.2.** English speaking and comprehension skills exit for young people who entered program as non-English speakers.
- GR 8.3.** Financial literacy education for Brighton youth is provided. An example of this would be Banking on our Future (BOOF) a program

*“Safety is something
that happens between
your ears, not
something you hold in
your hands.”
~ Jeff Cooper*





that provides year-round financial literacy education for youth aged 9 – 18 at no cost to school districts. The program includes four modules: the basics of banking; checking and savings accounts; the power of credit; and, basic investments. Instruction is provided through classroom presentations and an interactive computer program. This program would also be available through the One-Stop Center, Front Range Community College and District 27J secondary schools.

GR 8.4. A job bank database for matching youth with local employment opportunities exists. It's proactive and aggressive as opposed to passive. Young people seeking to improve their opportunities are realistically coached at the One-Stop Center or at the mentor's place of business.

GR 8.5. A career mentoring program is available to every 8th and 9th grade student in District 27J and at the One-Stop Center.

GR 8.6. Opportunities for parents to participate, learn and support their children exist.

GR 8.7 Partnerships exist with Front Range Community College, Platte Valley Medical Center and other local businesses that ensure the success of the initiative.

GR 8.8. An evaluation of the services and supports is done and revisions made accordingly.

"Education is not the filling of a pail, but the lighting of a fire."
~William Butler Yeats

Potential Impact

Brighton's young people (16—25) proportionately represent the largest segment of Brighton's unemployed. As young people become more competent and confident with their workforce related skills, unemployment will drop. It is important for Brighton to not assume that young workers will always be taking service jobs at very low wages. It is also important to shift the assumptions away from believing that young people, especially those 16-18, are taking away the jobs of adults needing to raise a family. As Brighton continues to prosper employers that relocate here will be seeking employees that possess the "soft" skills needed to compete in the global market place. Employers are far more interested in skills than in age. A strong emphasis on career development for Brighton's youth, coupled with an increase in more skilled employment opportunities, will increase the likelihood that the city's best and brightest will choose to remain in Brighton.

Steps for Implementation

1. Determine how to best structure this initiative and where it should be centered. The Youth Commission recommends that it be housed at the One-Stop Adolescent Support Center.

2. Create a comprehensive program of youth workforce development based on state-of-the-art national practices. Include interested local businesses, Front Range Community College, Platte Valley Medical Center, District 27J and the city in planning opportunities. Make sure that young people are included in the planning process.
3. Locate the main services in the One-Stop Adolescent Support Center and outreach and other opportunities in District 27J and at Front Range Community College.
4. Engage local businesses to work together with the Department of Citizen Services, Brighton Economic Development Corporation and the Chamber of Commerce to create a database of information regarding job available to young workers.
5. Create a local business leader mentoring program that will match individual local business leaders with young people who are interested in exploring that line of work.
6. Evaluate and adjust as needed.



Required Resources

The new resources required to make this recommendation fully operational include the costs of a coordinator for the effort. All additional resources can be generated from grants, donations and fees. The Coordinator for this strategy would ideally be part of the new Department of Citizen Services.

Expected Return on Investment

The following are expected returns on investments made by the city, schools, citizens and other contributors.

1. Reduction in unemployment among 16-25 year olds.
2. Increase in wages and benefits paid to 16-25 year olds.
3. A more vibrant and confident workforce.
4. Increases in “soft” skills and the other knowledge, skills and abilities needed for young people to have career opportunities rather than a job.
5. Increases the likelihood that more non-service related businesses will locate in Brighton based on a more desirable and skilled workforce.

“A young person’s level of Developmental Assets is a powerful predictor of whether he or she will either engage in high-risk behaviors or thrive, including being successful in school.”
~ Peter Benson

GENERAL RECOMMENDATION #9**CITY-WIDE AMBASSADOR AND RELATIONSHIP BUILDING INITIATIVE**

The Youth Commission recommends the development of the Brighton Community Safety Connections Initiative (BCSC), a community-wide coordinated effort to link youth and adult citizens and increase the likelihood that an environment of familiarity, acceptance and belonging exists among the citizens of Brighton. This is a recommendation of the Health and Safety committee.

Justification

"If I had influence with the good fairy who is supposed to preside over the christening of all children, I should ask that her gift to each child in the world be a sense of wonder so indestructible that it would last throughout life."

~ Rachel Carson

Creating an environment of familiarity, acceptance and belonging increases the perception of safety. The committee sees this initiative as greatly impacting the perception of safety for youth and adults alike. This initiative utilizes and expands on existing efforts of local organizations, businesses, and city government to welcome, orient, offer resources, and connect community members. BCSC will bring these entities together with the common goal of increasing the "personal" connections that exist among community members.

People who feel personally connected to others become more invested in their community, look out for the safety of others, and take the time to make positive contributions to their community. This initiative builds on existing strategies and involves Brighton's citizens to expand upon these or develop new ones. Reaching out to community members promotes connection and an environment of acceptance and safety.

This connection provides incentive for people to participate in the community by looking out for others and by providing a welcoming environment. If people are connected to their community and welcoming of new members, safety will be enhanced. This welcoming environment feels safer to those entering the community and leads to earlier connections being made with existing and other new residents. Positive connections reduce the feelings of separateness and alienation that cause people to not join or care about their community. These are often the people who later demonstrate behaviors that decrease the perception of safety. Communities where people are positively connected to each other will be able to lower crime rates in schools, neighborhoods, and business districts by being aware of and willing to report suspicious activity.



Youth participating in the school-based planning charrettes, indicated that they want to live in neighborhoods and attend schools that are safe. They used words and phrases such as peaceful, respect for each other's similarities and differences, and a place where no locks are needed. They asked for more neighborhood watch programs, education about safety, support groups and better communication among schools, police and community members. All these requests can happen through the BCSP.

Components

GR 9.1. Identification of all existing efforts and alignment to BCSC. Some of the existing efforts that can be incorporated include the Brighton High School BIONIC (Believe It Or Not I Care) program, the welcome packets distributed to each new Brighton resident by the Chamber of Commerce and the special events put on by the city and others. The committee believes these are strong and effective starts and would like to expand these and other existing programs so that each person who lives or works in Brighton feels connected to the community. It will also utilize the "Party in a Bag" initiative recommended by the Neighborhood and Community committee (GR #5).

GR 9.2. Ways exists to engage Brighton residents in creating new positive connection strategies that can be added to the list of BCSC efforts. The most critical aspect of this recommendation is building a cadre of city "ambassadors". Young people and adults who are passionate about the city and what it has to offer and the willingness to share that passion with others. As this cadre grows so will BCSC.

GR 9.3. Evaluation results obtained through citizen satisfaction surveys exist for each effort.

GR 9.4. Incentive awards are made to individuals and groups doing above and beyond work to connect people in the city.



"Any transition serious enough to alter your definition of self will require not just small adjustments in your way of living and thinking but a full-on metamorphosis."
~ Martha Beck

Potential Impact

This initiative will lead to an increased feeling of belonging, ownership and connection among existing and new residents alike, contributing to safer environments for children, youth and families. Increasing connections and creating a greater sense of belonging will impact all of the population in Brighton, as it potentially will reduce crime, ensure a safer environment, and help community members feel connected, committed to the community, and involved. Community businesses, schools, civic organizations, non-profits, and religious communities that participate by creating strategies for BCSC will benefit when community members engage in their BCSC programs and activities and thereby increase their involvement in that organization.

Steps for Implementation



“The first duty of a human being is to assume the right functional relationship to society -- more briefly, to find your real job, and do it.”

~ Charlotte Perkins Gilman

1. Engage the following groups, systems and organizations: City government, local businesses, Chamber of Commerce, civic organizations, religious organizations, police department, schools, non-profit agencies, Brighton recreation center, neighborhood organizations, and any interested individual who lives, works, or goes to school in Brighton.
2. Hire or assign a coordinator of the Brighton Community Safety Connections initiative. *A volunteer may be effective in this role, but only if this can provide the continuity, support or authority needed to implement an effective program that can exist into the future.* The coordinator is responsible for identifying existing links already at work in the community, expanding those links to other parts of the community and building new links where necessary.
3. Create a city Citizen’s Safety Council (made of both youth and adults) who would provide citizen review and support for this initiative. This Council could be an arm of the Department of Citizens Services.
4. Identify resources needed to support this initiative and implement.
5. Evaluate all aspects of BCSC and revise when necessary.

Required Resources

The primary cost for this initiative will be to hire or assign a coordinator. Additional costs will be minimal due to volunteer efforts and the probability that contributions and donations can be raised to cover expenses such as printing, mailing costs, awards, events, etc. Grant money to defray some of these costs, or other unforeseen costs may be possible. This is a great initiative for local businesses or foundations to fund.

Expected Return on Investment

The following are the returns on investments made by the city, schools, citizens and other contributors:

1. Increases in perception of safety by Brighton residents
2. Increased investment in neighborhoods, schools and the city
3. Increase in the percent of young people and adults reporting they feel safe in their neighborhoods and community

Additional Comments

Promoting an atmosphere of empathy and acceptance seems like a big goal, but what better way to promote a feeling of safety in Brighton. Safety needs to be the responsibility of all people who live, work, and go to school in Brighton and not left just to the police department and other safety agencies.

GENERAL RECOMMENDATION #10

SUPPORTS AND SERVICES TO WORKING FAMILIES

The Youth Commission recommends the development of supports and services that help Brighton's low-income families have the earnings, assets, services and social support systems required to consistently meet their family's needs. This recommendation is from the Family Economics committee.

Justification

One out of every three Colorado working families is low income (*No current figures exist for Brighton, or even Adams County*) and has difficulty surviving financially. Many of these families are working hard trying to get ahead but have low paying jobs with inadequate benefits and few opportunities for advancement. These low-income families are striving to move out of poverty and become financially self-sufficient. To achieve economic health, they often have to overcome huge barriers, including low levels of education, limited access to services, and predatory financial practices. Almost all of these families require all the adults to work, and usually they have to work more than one job. This leaves no time for family.

If Brighton's children and youth are to thrive it is imperative that their families are thriving as well. Research on working families and poverty clearly indicates that in families where all the adults are working and yet still struggling financially, there is far less time allocated to the healthy development of their children. This in no way means that they love their children less, it means that the struggles of the adults become overwhelming and the resources won't allow for the provision of things many families take for granted: health insurance, daycare and preschool opportunities, cultural experiences that enhance exploration and growth, time with caring adults, exposure to caring and safe neighborhoods, support with schooling and life transitions, etc.

Components

GR 10.1. A Center for Working Families (CWF), a model developed by the Annie E. Casey Foundation is a new model of neighborhood service delivery. Conveniently-located centers provide a supportive and resource-rich environment where

"The best performance improvement is the transition from the non-working state to the working state."
~ Unknown





“American families have always shown remarkable resiliency, or flexible adjustment to natural, economic, and social challenges. Their strengths resemble the elasticity of a spider web, a gull's skillful flow with the wind, the regenerating power of perennial grasses, the cooperation of an ant colony, and the persistence of a stream carving canyon rocks. These are not the strengths of fixed monuments but living organisms. This resilience is not measured by wealth, muscle or efficiency but by creativity, unity, and hope. Cultivating these family strengths is critical to a thriving human community.”

~ Ben Silliman

low-income families can access workforce services, income supports, financial tools and services, community connections, and more. Through a new approach of outreach, coaching, and a set of bundled services, CWFs assist families in reaching their economic goals by helping them achieve stable employment and career advancement opportunities, receiving available income and work supports, and providing fairly-priced financial services within their neighborhood or the community. A logical location for Brighton's Center would be close to the One-Stop Adolescent Support Center.

GR 10.2 A database of local available job descriptions that can be accessed both electronically and in physical locations exists in Brighton. Employers are able to submit positions easily and electronically.

GR 10.3. The Earned Income Tax Credit (EITC) is understood and accessed by all eligible Brighton residents. The EITC is a refundable tax credit that reduces or eliminates the taxes that low-income working people pay and also frequently operates as a wage subsidy for low-income workers. Research indicates that as many as 25% of families who are eligible for EITC do not claim their credit.

Potential Impact

The greatest impact will be realized by the low-income worker/family who begins to see a “way out” of the spiraling cycle of low paying jobs and the terrible feelings of guilt caused by not being able to adequately provide for his or her family. Earning extra income from a tax credit will be icing on the cake.

The low-income worker's family benefits because they have more resources, but more importantly there will be a visible positive change in the attitudes and availability of the worker. This will positively impact all the children living in that home. Adolescents living in the home will begin to change their paradigm about work and their chances of supporting themselves and a family in the future. This will increase the efforts these young people make in school and the confidence they have to seek what's best for them. Businesses in Brighton will benefit from a more confident, less stressed, and more dependable workforce.

Steps for Implementation

1. Form an investigative group to explore the Centers for Working Families initiative developed by the Ann E. Casey Foundation.
2. Investigate the possibility of housing such a center close to the One-Stop Adolescent Service Center.
3. Develop an awareness campaign that will inform all Brighton workers about the Earned Income Tax Credit program.

4. Identify and secure the resources needed to create the Center for Working Families.
5. Implement an in-depth study of the impact the Center is having on the families, children and businesses of Brighton.



Required Resources

The CWF center will require revenue support from the city, but once again there is significant federal, state and foundation support for these types of centers. The EITC is at no cost for Brighton initiative. All benefits and revenue to the worker are provided by the federal government.

Expected Return on Investment

The following are the expected returns on investments made by the city, schools, citizens and other contributors.

1. Decreased number of low-income families
2. Increased revenue for low-income families
3. More confident and skilled workforce
4. More time for working families to spend with their children
5. Children and young people who do better in school, require fewer community-based services and supports and become less involved in the juvenile justice system.

“Children have never been very good at listening to their elders, but they have never failed to imitate them.”
~ James Baldwin

GENERAL RECOMMENDATION #11

HEALTHY BABIES AND INFANTS

The Youth Commission recommends an increase in the number and accessibility of services, supports and opportunities to increase the likelihood that babies born in Brighton are healthy and that infants are able to maintain their health and well-being. This is a recommendation of the Early Childhood Development committee.

Justification

The current level of services to Brighton’s young families has not yet caught up to the need created by rapid population growth. In addition, services that are available may not be well-known to the public, and young families may



not be aware of the types of services they should be seeking or the care their children require. The survey conducted by the Early Childhood Development committee received the following responses to these questions:

“Brighton children have the programs & services to ensure they are born healthy.”

62% disagree
29% don't know
9% agree

“Brighton children get the immunizations they need.”

62% disagree
36% don't know
2% agree

Barriers to pre-natal care in Brighton:

39% lack of trained professionals
15% lack of facilities
14% cost too high
13% lack of information on prenatal providers
10% lack of health insurance or financial resources
8% inadequate service hours
3% scarce OBGYN services

Part of this two-fold problem will be alleviated with new medical services that are currently entering or planned for the community. The second part of this issue—parental awareness of the need for a healthy start, strong parenting, and available resources—is the focus of this recommendation.

Studies have linked comprehensive parent support services to reductions in child abuse and neglect, decreases in infant mortality, reductions in repeat births to teen and other high risk mothers, increases in immunizations, and increases in school readiness.

For these reasons, an overall coordinated approach is recommended to inform, educate and support parents in their early years of parenting.

Components

GR 11.1. Parent information—including special resource sections in libraries where expectant and new parents can browse for books and videos that take the mystery out of their new role, brochures and newsletters available or mailed to young families on what to expect in the various developmental stages, and accessible listings of clinics, medical providers and special services for prenatal, infant and young child care.

GR 11.2 Parent education—includes seminars or workshops on child

*“Cowardice asks the question: Is it safe?
Expediency asks the question: Is it politic?
Vanity ask the question: Is it popular? But conscience asks the question: Is it right? And there comes a time when one must take a position that is neither safe, nor politic, nor popular—but one must take it because it is right.”*
~Martin Luther king, Jr.

development, parenting training, and the Developmental Assets training described in General Recommendation #4.

GR 11.3. Parent support—this can include a direct contact with families after delivery of the child, often in the form of a “welcome baby” packet of helpful information and goodies and public family events such as a “child fair” that brings together community services such as immunizations, checkups and screenings. This can be combined with Child Find, creating an opportunity for assessment of risk and referrals for young families needing additional services

GR 11.4. A coordination point and designated health delivery service provider or team in the community.

GR 11.5. Services are coordinated with Early Childhood strategies presenting in SR #2.

GR 11.6. Evaluation of effectiveness of this three-pronged approach and revise accordingly.

Potential Impact

Making a commitment to Brighton’s un-born and very young citizens will create the foundation for all of the new or expanded service, supports and opportunities that follow. This Plan’s seventeen other recommendations will be better served, far more effective and less costly if the babies in Brighton are born healthy and if they can maintain their health.

The burdens, especially to low-income families, of health costs (often without insurance) put those families into an greater economic and social downward spiral. This increases the energy that must be spent on working and reduces the time spent with family. Healthy babies also help create a healthy family climate—one that is able to feel joy more often than frustration and tension.

Steps for Implementation

1. Find an appropriate provider for these services—this may be an existing service provider or a new service provider may need to be created.
2. Create an oversight Board if needed—this could be a component of all the early childhood programs and initiatives.
3. Locate resources needed to finance this initiative
4. Begin implementation of all three service components—if all three cannot be implemented simultaneously it is recommended that they be implemented in the order stated in the components section.
5. Evaluate progress and adapt accordingly.

*“Learning is a treasure
that will follow its
owner every-
where.”
(Chinese Proverb)*



Required Resources

The resources that will be required for these services, supports and opportunities will be dependent on the number of families who participate. At a minimum it will require a single parent educator and finances to cover the cost of materials and supplies. The materials and supplies can come through donations and from grants.



Expected Return on Investment

The following are the expected returns on investments made by the city, schools, citizens and other contributors.

1. Increase in healthy births
2. Increase in number of infants who maintain their health through the first six years of life
3. Decrease in the costs of health care to all families, especially uninsured and low-income families
4. Increase in number of immunizations
5. Increase in overall parenting skills

*“One can never
consent to creep
when one feels an
impulse to soar.”*

~Helen Keller

Resources for Implementation of Brighton Plan

The following are references to potential information, funding sources or partnerships for those assigned the responsibilities of implementing and supporting the recommendations presented in this Plan. The list includes national websites with incredible resources, Colorado and national foundation information, and youth leadership and advocacy resources. In addition to these references the Office of Youth Resources has a tremendous amount of supporting information on file.

OVERALL SUPPORT

National League of Cities: The Institute for Youth, Education, and Families (YEF) Institute, a special entity within the National League of Cities, it helps municipal leaders take action on behalf of the children, youth, and families in their communities. Responsive to municipal leaders on a wide range of issues, YEF focuses on five core program areas: education and after-school, youth development, early childhood development, safety of children and youth and family economic success. <http://www.nlc.org/IYEF/>

American Youth Policy Forum's mission is to broaden the awareness and understanding of policymakers and to strengthen the youth policymaking process by bridging policy, practice, and research. They do this by identifying the most pertinent high-quality information on youth issues available and provides a forum for prominent leaders in government, programming, and research, as well as the youth themselves, to share their viewpoints and expertise about the policies and practices that improve outcomes for all youth. <http://www.aypf.org/>

National Youth Development Information Center (NYDIC) is a one-stop website for youth workers with interest in any of the following areas: funding, programming, research, policy, and job and training opportunities. NYDIC also provides current news to the youth development field and has one of the largest online libraries, providing practice-related information at low-cost or no cost. NYDIC provides constant opportunities for practitioners to share knowledge and experience, enabling them to build the best practice in the field of youth development. <http://www.nydic.org/nydic/>

Connect for Kids makes the best use of communications technologies, specifically the Internet to give adults, parents, grandparents, guardians, educators, advocates and policy makers information on action and funding alerts, events, field reports, and book reviews. <http://www.connectforkids.org/>

America's Promise site provides a wealth of information about their five promises for healthy children. There is also information on the resources they have to offer. <http://www.americaspromise.org/>

The Forum for Youth Investment (the Forum) is a nonprofit, nonpartisan organization dedicated to helping communities and the nation make sure all young people are Ready by 21™—ready for college, work and life. This goal requires that young people have the supports, opportunities and services needed to prosper and contribute where they live, learn, work, play and make a difference. The Forum provides youth and adult leaders with the information, technical assistance, training, network support and partnership opportunities needed to increase the quality and quantity of youth investment and youth involvement. <http://www.forumforyouthinvestment.org/>

The Innovation Center for Community and Youth Development unleashes the potential of youth, adults, organizations, and communities to engage together in creating a just and equitable society. Their areas of

expertise include youth and civic activism; service learning; community, organizational, leadership and youth development; and program evaluation. <http://www.theinnovationcenter.org/>

Search Institute is an independent nonprofit organization whose mission is to provide leadership, knowledge, and resources to promote healthy children, youth, and communities. To accomplish this mission, the Institute generates and communicates new knowledge, and brings together community, state, and national leaders. At the heart of the Institute's work is the framework of 40 Developmental Assets, which are positive experiences and personal qualities that young people need to grow up healthy, caring, and responsible. This site provides a wealth of resources on the assets and their integration into the community. <http://www.search-institute.org/>

Academy for Educational Development (AED) is known for its leadership in youth development, pioneering an approach that focuses on young people as assets. AED programs throughout the United States promote positive school-to-career transitions, involve teens in mapping communities to determine gaps in resources for youth, strengthen youth worker training, and promote more and better opportunities for youth with disabilities to get the skills they need to successfully transition to adulthood. <http://www.aed.org/Youth/>

EVALUATION

Youth Development Strategies, Inc (YDSI) is a national nonprofit research, evaluation and technical assistance organization that helps communities improve long-term outcomes for their youth. They work with local organizations and institutions (e.g., city and state agencies, private foundations, schools, after-school programs, and community based organizations) to design, implement and evaluate strategies based on the "youth development approach" to working with young people – building on their strengths, rather than focusing on their weaknesses. Their products include research publications, assessment instruments, conference presentations, workshops and seminars. <http://www.ydsi.org/ydsi/about/index.html>

SCHOOL-BASED HEALTH CENTERS

The Center for health and Health Care in Schools is a nonpartisan policy and program resource center located at The George Washington University School of Public Health and Health Services. CHHCS builds on a 20-year history of testing strategies to strengthen health care delivery systems for children and adolescents. For the past decade, with support from The Robert Wood Johnson Foundation, Center staff and consultants have worked with institutional leaders, state officials and clinical providers to maximize outcomes for children through more effective health programming in schools. <http://www.healthinschools.org/home.asp>

MENTORING/ONE STOP ADOLESCENT SUPPORT CENTER

Mentor is a site with research on mentoring. <http://www.mentoring.org/>

Community for Youth is a award winning mentoring program in the Seattle area of Washington. The site provides insights into how to create a solid mentoring initiative. <http://www.communityforyouth.org/mentors.html>

The Prevention Researcher is a quarterly journal and website that provides concise, timely and accessible snapshots of behavioral research to professionals working with adolescents and at-risk youth. It also focuses on providing evidence and results-based research articles focused on adolescents that are applicable for real-life situations. Designed as a science-to-service connection, each issue focuses on a single topic, providing in-depth information written in a straightforward style by top researchers. <http://www.tponline.org/>

EARLY CHILDHOOD DEVELOPMENT, PRESCHOOL AND DAYCARE

The National Institute on Early Childhood Development and Education (ECI) was created to carry out a comprehensive program of research, development, and dissemination to improve early childhood development and learning. ECI sponsors comprehensive and challenging research in order to help ensure that America's

young children are successful in school and beyond -- and to enhance their quality of life and that of their families. <http://www.ed.gov/offices/OERI/ECI/index.html>

The Centre of Excellence for Early Childhood Development (CEECD) is dedicated to improving the knowledge of the social and emotional development of young children. Between the ages of 0 and 5, children experience a phase of accelerated growth. The education, care and attention they receive during this crucial period of development have a decisive effect on their future. It is therefore extremely important for service providers, planners and policymakers to thoroughly understand the significance of early childhood to ensure that young children's social and emotional needs are fulfilled. This is CEECD's mission. <http://www.excellence-earlychildhood.ca/home.asp?lang=EN>

ZERO TO THREE's mission is to support the healthy development and well-being of infants, toddlers and their families. They are a national, nonprofit, multidisciplinary organization that advances its mission by informing, educating and supporting adults who influence the lives of infants and toddlers. <http://www.zerotothree.org>

YOUTH AS RESOURCES/YOUTH SERVICE

National League of Cities: The Institute for Youth, Education, and Families (YEF) Institute, Youth as city leaders page. This site provides examples of youth involvement within NLC cities and also provides resources and helpful information on how to improve the city's youth leadership opportunities. http://www.nlc.org/iyef/networks_assistance/7164.cfm

Youth Service America (YSA) is a resource center that partners with thousands of organizations committed to increasing the quality and quantity of volunteer opportunities for young people, ages 5-25, to serve locally, nationally, and globally. YSA's mission is to expand the impact of the youth service movement with communities, schools, corporations, and governments. They work toward that mission through four core strategies: organizing; public policy and Awareness Campaigns; convening the field and offering incentives; and recognition and providing Information and educational resources. <http://www.ysa.org/>

The Corporation for National and Community Service plays a vital role in supporting the American culture of citizenship, service and responsibility. They are a catalyst for change and champion for the ideal that every American has skills and talents to give. The Corporation is the nation's largest grant maker supporting service and volunteering. Through their programs, they provide opportunities for Americans of all ages and backgrounds to express their patriotism while addressing critical community needs. They provide a wide range of services including tutoring at-risk youth, building homes for low-income people, responding to natural disasters, and caring for homebound seniors. In addition, members and volunteers help mobilize other volunteers and build the capacity of local organizations. <http://nationalserviceresources.org/epicenter/>

Learning in Deed is a product of the W.K. Kellogg Foundation. This site is a tool for becoming informed about and involved in service-learning. Learning In Deed is comprised of these components: policy and practice demonstration projects, the National Commission on Service-Learning, the Learning In Deed K-12 Service-Learning Leadership Network and the Learning In Deed Research Network. <http://learningindeed.org/index.html>

National Youth Leadership Council (NYLC) leads a movement linking youths, educators, and communities to redefine the roles of young people in society. The movement is service-learning, and it empowers youths to transform themselves from recipients of information and resources into valuable, contributing members of a democracy. <http://www.nylc.org/>

Public Achievement is a youth civic engagement initiative focused on the most basic concepts of citizenship, democracy and public work. Public Achievement draws on the talents and desires of ordinary people to build a better world and to create a different kind of politics. Their work is anchored on these core ideas: everybody can do citizen work, citizenship isn't easy, and we learn by doing. <http://www.publicachievement.org/>

Youth Venture helps to empower young people ages 12-20 by providing them all the tools necessary to create civic-minded organizations, clubs or businesses. A Venture can be any youth-created, youth-led organization designed to provide a positive lasting benefit in a school, neighborhood, or large community. They strive to reach and support any young person nationwide who has a dream about how to make a difference, and the dedication to make it happen. They provide access to a variety of resources including: a national network of like-minded young people, media opportunities and up to \$1,000 in seed capital needed to launch their organizations. Youth Ventures has a partnership with the Boys and Girls Clubs. <http://youthventure.org/>

What Kids Can Do, Inc. (WKCD) is a national not-for-profit with the purpose of making public the voices and views of adolescents. On its website, WKCD documents young people's lives, learning, and work, and their partnerships with adults both in and out of school. WKCD also collaborates with students around the country on books, curricula, and research to expand current views of what constitutes challenging learning and achievement. WKCD has a new publishing imprint, Next Generation Press. WKCD's earnings go to the ongoing campaign to raise awareness of young people as a powerful force for change. <http://www.whatkidscando.org/index.asp>

FAMILY ECONOMIC SUCCESS

Families and Work Institute (FWI) is a nonprofit center for research that provides data to inform decision-making on the changing workforce, changing family and changing community. Their primary efforts are focused on supporting entry-level hourly workers. <http://www.familiesandwork.org/>

The Institute on Assets and Social Policy is dedicated to the economic and social mobility of individuals and families, particularly those traditionally left out of the economic mainstream, and to the expansion of the middle class. Working in close partnership with state and federal policymakers, constituency organizations, grassroots advocates, private philanthropies and the media, the Institute bridges the worlds of academic research, government policy-making and the interests of organizations and constituencies. The Institute works to strengthen the leadership of policy makers, practitioners and others by linking the intellectual and program components of asset-building policies. They engage in research, policy analysis, and evaluation that build the components of a new asset policy framework and in the advancement of the awareness of a social policy framework that enables individuals to create and preserve an asset foundation (adequate income and work-related benefits); strengthen human capacities (education, training, health coverage); and build and secure financial wealth (savings, homeownership, retirement pensions). <http://iasp.brandeis.edu/>

TRAINING

Assets for Colorado Youth (ACY) is a nonprofit organization that supports adults in raising healthy young people. ACY combines the most current research with time-tested knowledge about what it takes to build a strong community and to create positive, long-lasting change for children, youth, and families. It works with partners and clients to build the types of environments that help children and young people thrive. ACY is a leader in creating practical tools and resources for individuals, organizations, and communities in Colorado and the nation. ACY's presentations, training, follow-up coaching, technical assistance, and practical, culturally-competent resources strengthen the way adults live and work with youth. http://www.assetsforcoyouth.org/about_acy.htm

The Colorado Statewide Parent Coalition (CSPC) was formed in 1980 by a group of parents and educators who came together to begin coordinated advocacy efforts for parents to become more informed about and more involved in the education of their children. In 2001, the Colorado Statewide Parent Coalition opened The Center for Effective Parent Involvement in Public Education to provide training and technical assistance to parents and educators to enhance their ability to develop effective home/school partnerships for the purpose of increasing the academic achievement of students. The primary goal of the Center for Effective Parent Involvement in Public Education is to close the achievement gap and increase graduation rates for students who come from historically under-represented families. <http://www.coparentcoalition.org/English/Introduction.html>

Onsite-Insights, LLC provides practical, proven and innovative solutions for municipalities, schools, neighborhoods, foundations, and organizations in the areas of children, youth and family master planning, youth engagement, and community, organizational and youth development. <http://www.onsiteinsights.com>

AFTERSCHOOL

The Afterschool Alliance is a nonprofit organization dedicated to raising awareness of the importance of after-school programs and advocating for quality, affordable programs for all children. Creating more afterschool programs, increasing program quality and moving toward long-term sustainability requires building strong public will in support of afterschool. The Alliance was created to conduct this public awareness and advocacy work and to serve as a national voice for afterschool. The Alliance has these goals: to be an effective voice for afterschool in efforts to expand quality afterschool programs; to serve as an information source on afterschool programs and resources; to encourage the development of local, state and national afterschool constituencies and systems, and to communicate the impact of afterschool programs on children, families and communities. <http://www.afterschoolalliance.org/>

The Partnership for Afterschool Education (PASE) is the largest network of afterschool programs in the country with over 1,200 participating agencies. PASE helps build stronger afterschool programs, develop successful young people and create more resilient communities. Enabling a critical exchange of resources and ideas among agencies, educators and other partners, PASE is a leading provider of professional development for afterschool staff. In its programs and initiatives, PASE promotes best practices in afterschool programs and functions as a strong voice for youth. <http://www.pasetter.org/>

The Promising Practices in Afterschool System (PPAS) finds and shares strategies that are working in afterschool programs. The PPAS website is for afterschool program directors who want to improve the quality of their programs. Others will also find it useful—program staff, volunteers, parents, community members, policy-makers, funders, researchers, and anyone else who cares about children and youth. http://www.afterschool.org/about_ppas.cfm

YOUTH LEADERSHIP, VOICE, DEMOCRACY

The Hampton, Virginia Coalition for Youth, as a department within local government, is the coordinating, planning, and catalyst organization for youth issues in Hampton. Current Coalition activities include the following major initiatives: a mobilization for youth, a Youth Commission, a Developmental Asset Coalition, a youth civic engagement initiative, and overseeing youth issues and policy within the city. Hampton was awarded The Innovations in American Government award for this work. <http://www.hampton.gov/foryouth/index.html>

Youth Leadership Institute (YLI) builds communities where young people and their adult allies come together to create positive social change. They design and implement community-based programs that provide teens with leadership skills in the areas of prevention, philanthropy, and policy and civic engagement. Building on these real-world program experiences, YLI creates evidence-based curriculum and training programs that enable us to engage in social change efforts across the nation, all while promoting best practices in the field of youth development. <http://www.yli.org/>

Project for Public Spaces believes it's important to highlight accomplishments of young people. In their work around the U.S., they witness all too often how young people are shunned and treated almost like undesirables by the owners and managers of public spaces. On top of that, there seems to be continuous press coverage of negative activities undertaken by teens. This makes it even more important to tell stories of youth who are doing positive things to improve their communities. In addition, these examples of teens' success can provide inspiration to other youth who are struggling to make a difference, and trying to create public places that are comfortable for them and their peers - places where they have a sense of ownership and involvement. <http://www.pps.org/tcb/about.htm>

FUNDING

The Finance Project is a specialized non-profit research, consulting, technical assistance and training firm for public and private sector leaders nationwide. They help leaders make smart investment decisions, develop sound financing strategies, and build solid partnerships that benefit children, families and communities. <http://www.financeproject.org/index.asp>

The Youth Transition Funders Group (YTFG) is a network of grant makers whose mission is to help all youth make a successful transition to adulthood by age 25. The YTFG is dedicated to improving the lives of the 3 million young people, between the ages of 14 and 24, in need of extra support. They believe that all youth can have a safe passage to adulthood if we collaborate to change the way that adults, youth, and systems work together. Through collaboration and strategic alliances, they are working to ensure that every young person, no matter how bumpy his or her path, can get back on course. <http://www.ytfg.org/index.html>

Grants.gov is your source to find and apply for federal government grants. There are over 1,000 grant programs offered by all federal grant-making agencies. The U.S. Department of Health and Human Services is the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community. Grants.gov allows organizations to electronically find and apply for more than \$400 billion in federal grants. <http://www.grants.gov/>

Grant Station is a membership organization that does not simply collect and warehouse data. Instead, the company researches funding sources by interacting directly with funders nationwide. Their members have access to the industry's most up-to-date contact information, and grant-making priorities. Membership offers instant access to thousands of foundation and corporate grant makers that are actively accepting proposals. Grant Station funder profiles include private foundations, corporate foundations, corporate contribution programs, religious funders, association grant programs, and select federal and state programs. <http://www.grantstation.com/index.asp>

USA.gov provides nonprofits connections and insights into available resources in the federal government. <http://www.usa.gov/Business/Nonprofit.shtml>

The Annie E. Casey Foundation (AECF) has worked to build better futures for disadvantaged children and their families in the United States. The primary mission of the Foundation is to foster public policies, human service reforms, and community supports that are more effective. In general, the grant making of the Annie E. Casey Foundation is limited to initiatives that have significant potential to demonstrate innovative policy, service delivery, and community supports for children and families. <http://www.aecf.org/>

The Tony Grampsas Youth Services (TGYS) Program is a statutory program housed in the Child, Adolescent and School Health Section, within the Prevention Services Division, of the Colorado Department of Public Health and Environment. The TGYS Program is intended to provide funding to local organizations that serve youth and their families with programs designed to reduce youth crime and violence. In addition, the TGYS

Program focuses on funding programs that prevent or reduce child abuse and neglect. The four funding categories that TGYS supports include violence prevention, early childhood care and education, mentoring programs, and student drop-out prevention programs. Currently, the TGYS Program funds 104 grantees that represent 186 local programs in 58 counties across the State of Colorado totaling \$6,331,546 in awarded funds. These funds are appropriated from Colorado's Master Tobacco Settlement monies. New monies should be available from this fund within a year or two. <http://www.cdphe.state.co.us/ps/tgys/>

Colorado 21st Century Learning Centers competitive grant program has been transferred to the state level. The purpose of this important program is to establish or expand community-learning centers that provide students, particularly those who attend high-poverty and low-performing schools, with academic enrichment opportunities along with activities designed to complement the students' regular academic program. Community learning centers must also offer families of these students literacy and related educational development. Centers, which can be located in elementary or secondary schools or other similarly accessible facilities, provide a range of high-quality services during non-school hours or periods when school is not in session (such as before and after school, or during summer break). These services support student learning and development and may include: tutoring/mentoring, homework help, academic enrichment (such as hands-on science or technology programs), community service opportunities, as well as music, arts, sports and cultural activities. This is an excellent source of money for the One-Stop Adolescent Support Center. <http://www.cde.state.co.us/cdecomp/21stCentury.htm>

Anschutz Family Foundation, is a Colorado foundation that focuses on improving the lives of individuals, promoting self-sufficiency, and community development. The Foundation also welcomes requests for general operating support and efforts designed to promote increased organizational capacity. <http://www.anschutzfamilyfoundation.org/>

Boettcher Foundation is a Colorado foundation focusing its grants on capital projects, capital challenges and large-scale initiatives. <http://www.boettcherfoundation.org/>

The Bonfils-Stanton Foundation is a Colorado foundation that focuses on grants for community service including promoting personal and economic self-sufficiency, supporting youth development and providing other basic needs for the poor. <http://www.bonfils-stanton.org/>

The Bright Mountain Foundation is a Colorado foundation that focuses giving to compelling issues that will lead to positive social change and the support of non-profits that pay their employees living wages and provide a comprehensive benefits package. <http://www.brightmtfnfdtn.org>

The Temple Hoyne Buell Foundation is a Colorado foundation that focuses its giving on early childhood education and development and areas that directly support the healthy development of very young children: Early childhood and preschool programs, home visitation; professional development and education for service providers, parent and child interaction, parenting education, language development and early literacy, behavior and social competence in classroom situations. It also provides grants for family stability for children such as teen pregnancy prevention. <http://www.buellfoundation.org/>

Chambers Family Fund is a Colorado foundation that provides support for early care and education of children, women's economic self-sufficiency, and democratic values. They support groups working to strengthen democratic values. <http://www.chambersfund.org/>

The Chinook Fund is a Colorado community foundation supporting organizations that work to challenge the root causes of our most serious social problems: systemic racism, sexism, classism, and ageism. <http://www.chinookfund.org/>

The Colorado Trust on the advancing accessible and affordable health care: promote health and prevent disease, support the medically underserved, strengthen the delivery of health care services, and provide resources to strengthen families: address the needs of children and youth, advance quality mental health care. <http://www.coloradotrust.org/>

The Denver Foundation is a community foundation serving the seven counties of Metro Denver. It funds a large diversity of projects including grants in the areas of health, civics and education, and human services. Of special note is their strengthening neighborhoods initiative that provides grants directly to residents of specific neighborhoods for projects developed and led by the residents themselves. <http://www.denverfoundation.org/>

The Daniels Fund Grants Program supports nonprofit organizations in Colorado. The program areas eligible for grants through the Daniels Fund fall under the categories of: Alcoholism & Substance Abuse, Education, Homeless & Disadvantaged, and Youth Development. <http://www.danielsfund.org/>

El Pomar Foundation is a Colorado foundation that focuses giving on health, human services, education, and civic and community initiatives. <http://www.elpomar.org/>

The Gates Family Foundation focuses on grants for capital projects in Colorado, leadership of public officials, experiential education and leadership for young people, improved public education, good health and physical well-being. <http://www.gatesfamilyfoundation.org>

Greelee Family Foundation is a Colorado foundation that supports giving for preschool and daycare services. <http://www.greenleefamilyfoundation.org/index.htm>

The Janus Foundation is a Colorado foundation that provides funding to organizations addressing at-risk youth through education and community service and volunteerism. <https://ww3.janus.com/Janus/Retail/HomePage>

The Helen K. and Arthur E. Johnson Foundation directs its philanthropic resources primarily to tax-exempt Colorado organizations that relieve suffering, meet basic human needs, promote self-sufficiency, and enrich the quality of life. <http://www.johnsonfoundation.org/>

Mile High United Way funds organizations in Adams County within these three initiatives: school readiness, ensuring that children from low-income families are ready to succeed when they enter school; youth success, increase the number of at-risk youth who will graduate from high school and, adult self sufficiency, individuals and families achieve financial stability and independence. <http://www.unitedwaydenver.org/site/PageServer?pagename=default>

The Louis and Harold Price Foundation is a Colorado foundation that contributes to innovative and creative programs primarily in the areas of education, health, and human social services. <http://www.pricefoundation.org>

Rose Community Foundation is a Colorado foundation that concentrates its resources in the areas of: Child and Family Development, Education, and Health. <http://www.rcfdenver.org/>

MASTER PLAN CONTRIBUTORS

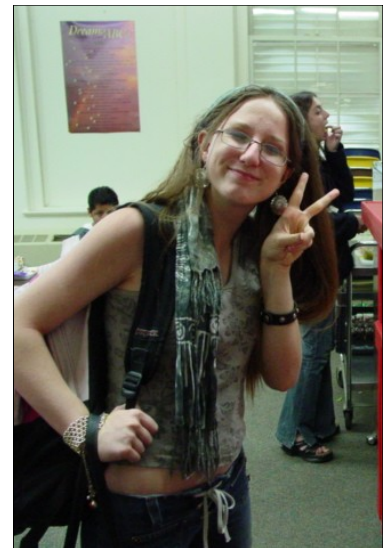
The following individuals and groups played significant roles in making this Children, Youth and Family Master Plan a reality. This plan can truly be called a Community Plan thanks to the record number of youth and adult residents, business, non-profit, and community leaders who participated in its development. *(Omissions of individuals who participated in this planning process, and/or organizations that are currently providing services, supports or opportunities, within this section or the body of this document were the regrettable oversight of the Plan's author, and this should not preclude their inclusion in the implementation phase.)*

Brighton City Council

Mayor Jan Pawlowski
Mayor Pro Tem Dick Hodge
Councilman Elias Huerta
Councilman David Gill
Councilman Daryl Meyers
Councilman Terry Moore
Councilwoman Wilma Rose
Councilman Dick McLean
Councilman Wayne Scott

Brighton School Board

President Ernie Lopez
Vice President Valerie Espinosa-Martinez
Director Todd Cordrey
Director Rosalie Everson
Director Virginia Guzman
Director Joan Kniss
Director Lynn Ann Sheats



City of Brighton Staff

City Manager John Bramble
Assistant City Manager Manuel Esquibel
Gary Wardle
Cathie Johnson
Sharon Williams
Shannon Spague
Dianne Secord
Julianna Archuleta
Estella Gallgos
Ruth Anderson
Carol Chazdon
Mark Heidt
Micah Acker
Tara Jackson
Sheryl Johnson
Juanita Peacock
Bernadette Haigh
Marv Falconburg

District 27J Staff

Superintendent Rod L. Blunck
Doris Candelarie
Kelly Corbett
Terry Lucero
Ruth Decrescentis
Teresa Jacobs
Linda Nowak
Debbie Peterson
Debbie Dinges
Tom Delgado
Cyndra Foster
Robert Bair
Mary Truax
Scott Mayers
Brian Hendricks
Jamie Bell
Sherri Bunn
Jason Humphrey

The City Council and School Board, along with truly dedicated and youth-friendly staff have made this effort possible. Without their vision and willingness to go beyond traditional and deficit-based approaches, Brighton would never be in the position to make such powerful changes.



In this first year, the Brighton Youth Commission has served the city well. They have contributed to this Plan's development by serving on the committees, prioritizing the recommendations and making the formal presentation to City Council. They are now ready to spend their second year helping to implement the strategies.

BRIGHTON YOUTH COMMISSION

High School Representatives

Michael Aragon

Kelsey Dent—Secretary

Kelly Gubber—Chair

Sean Haigh

Akeelah Harrell

Yasmin Harrell—Vice Chair

Kate Hefley

Kevin Juardo

Tori Lundeen

Alicia Mentz

Andrew Morgan

Alare Osawa

Pierce Powers

Danny Sanchez

Tina Thompson

Amy Wagner

Young Adult (20 –30 year olds) Representatives

Britton Cottrell

Miranda Cottrell

Angela Trunkenbolz

School Board Appointee

Joan Kniss

City Council Appointee

Elias Huerta

Youth Resource Staff

Amanda Irtz

COMMITTEE PARTICIPANTS

Early Childhood Development

Facilitator: Kris Hefley

Ashlea Clede
Bernadette Haigh
Elvis Freed
Gabe Topel
Kate Hefley
Kelsey Dent
Nichole Poppie
Tami Brungard
Tina Thompson
Wayne Pohl

Educational Excellence and After School Services

Facilitator: Kelly Corbett

Amy Guilliams
Andrew Morgan
Angela Trunkenbolz
Chris McCandless
Courtne Voss
Dick Hodge
Erin Selleck
Gary Wardle
Heather Guilliams
Joan Kniss
Kelly Gubber
Libby Sanderson
Lynette Archuleta
Maile Classen
Sean Haigh
Unna Trunkenbolz
Dora Thompson

Family Economics

Facilitator: Shawne Ahlenius

Alan Lemons
Andy Dorsey
Dick McLean
Donna Petrocco
Marv Falconburg
Sandy Steiner
Terry Moore
Yazmin Torres

Health and Safety

Facilitator: Jody Pierce

Alare Osawa
Ashley Lussier
Clint Blackhurst
Don Wallace
Gabe Topel
Grace Whitmer
Isaac Baker
Joe Smith
Julie Wagner
Laryssa Hill
Libby Palmer
Jeanne Gray
Dave Andrews
Daryl Meyers
Jarrod Hindman
Rachel Notartomaso
Tim Wood
Don Quick

Job Well Done!

*Thanks to all who
served so
passionately on these
committees, and a
special thanks to the
expert facilitators.*



Neighborhoods and Community Youth in Transition

Facilitator: Todd Cordrey

Amy Wagner
 Danny Sanchez
 Elias Huerta
 Juanita Peacock
 Terry Lucero
 Tom McBride
 Tori Lundeen
 Wilma Rose
 Yasmin Harrell



Facilitator: Janet Gullickson

Akeelah Harrell
 Alicia Mentz
 Britton Cottrell
 Christiana Clouse
 Evelyn Alton
 Kathy Wardle
 Michael Aragon
 Miranda Cottrell
 Ruth DeCrescentis
 Stephanie Gulliams
 Tim Goss
 Scott Hyde

The citizens of Brighton care tremendously about the welfare of the children, youth and families living here. The commitment of six months to discover what will help Brighton is a true testament to the caring of its citizens.

Donations

Thanks to the following for their generous donations that fed our hard-working committee members

Anthony's Pizza & Pasta (Pavilions)

Brighton's King Soopers

Brighton's Safeway

MAJOR CONTRIBUTOR

Platte Valley Medical Center's Community Health Investment Program awarded the Children, Youth and Family Master Planning initiative a grant in the sum of \$10,000. This money allowed the city to fully implement the planning process it had envisioned.

OTHERS WHO CONTRIBUTED TIME AND INSIGHTS

Patsy Roybal
Stephanie Hoy
Lisa Abrahams
John Hicks
Don Wischmeyer
Mark Humbert
Mary B. Jones
Peggy Jarret
Carol Gan-Shō O'Dowd
Tom Fey
Cynthia Huerta
Heidi Hendricks
David Sanchez
Bubba Ortega
Yazmin Torres
Twila Cullum
Tara Gallegos
Lynne Craig
Kari Deardorff
Lynda Spaulding
Tami Brungard
Janelle Payne

Amanda Turk
Joanna Guzman
Denise Kasza
Geraldine Knutson
Marcia Martinez
Mary Ann Martinez
Rachelle Matossian
Brittany Mecham
Leticia Mercado
Bette Nelson
Julie Ochs
Karen Peiker
Janice Ryan
Patsy Salazar
Martha Schaefer
Kathryn Senft
Stacey Vigil
David Biagionni,
Cheryl Bentley
Marcie Demchuk
Jac Cuney
Christine Barnes

*"In every child who is
born, under no matter
what circumstance,
and no matter what
parents, the
potentiality of the
human race is born
again."*

~ James Agee

The community planning process and resulting Children, Youth and Families Master Plan was completed by the staff of Onsite-Insights, LLC. The lead consultant and company President, Richard Goll, provided the bulk of the services for this contract. It was our privilege to have the opportunity to be part of such a wonderful community and have the good future of working alongside incredibly dedicated, caring youth and adults.

Brighton is certainly the kind of place we would be proud to call home — and it's only getting better.

Good luck.

